

STATE OF TENNESSEE

BOARD OF PROBATION AND PAROLE



BOARD MEMBERS

W. TOWNSEND ANDERSON

BILL DALTON

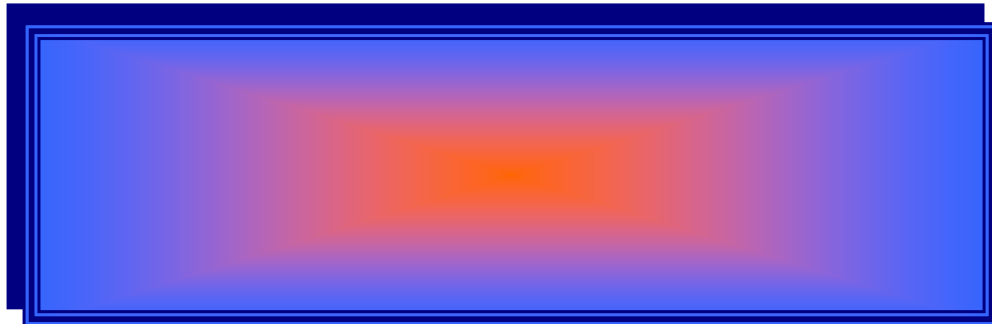
DON DILLS

LARRY HASSELL

RAY MAPLES

SHEILA SWEARINGEN

CHARLES TRAUGHBER, CHAIRMAN





STATE OF TENNESSEE
BOARD OF PROBATION AND PAROLE

404 JAMES ROBERTSON PARKWAY SUITE 1300
NASHVILLE, TENNESSEE 37243-0850 (615)741-1673

September 27, 2001

The Honorable Don Sundquist, Governor
And
General Assembly, State of Tennessee
State Capitol
Nashville, Tennessee 37243

Governor Sundquist and Members of the General Assembly:

Pursuant to Tennessee Code Annotated 4-4-114, the Tennessee Board of Probation and Parole hereby transmits its Annual Report to you for Fiscal Year 2000-2001.

Our mission is to minimize public risk and promote lawful behavior by the prudent, orderly release and community supervision of adult offenders, at the least possible cost to the taxpayers.

Board Members must determine whether a felony offender may be paroled and supervised in the community as opposed to being incarcerated with the Department of Correction for the full term of his/her sentence. Our Field Services Division monitors and supervises offenders who have been granted parole and felony offenders who have been placed on probation by Criminal Courts throughout the State. Our agency also provides oversight for the statewide Community Corrections Grant Programs.

Additionally, the Board has been designated by the Governor to review all clemency requests within specific criteria established by the Executive office. The Board, in hearing clemency cases, submits non-binding recommendations for consideration by the Governor.

As of June 30, 2001, there were 8,068 parolees and 33,458 probationers under the supervision of the Board within the community. Community supervision has an average cost of \$2.41 per day for each offender as opposed to the average cost of incarceration at \$47.18 per day for each offender. Our agency had 938 positions in FY 2000-2001 with a budget of \$53,280,300 (includes Community Corrections Grant Programs).

The Board expresses our sincere thanks for the cooperation of all those in the executive and legislative branches of government, and to the Probation and Parole Board staff, without whose professionalism, knowledge and sacrifices this agency would not have carried out it's mission.

Respectfully Submitted,

Charles M. Traughber
Chairman

STATE OF TENNESSEE

BOARD OF PROBATION AND PAROLE



MISSION STATEMENT

OUR MISSION IS TO MINIMIZE PUBLIC RISK AND PROMOTE LAWFUL BEHAVIOR BY THE PRUDENT, ORDERLY RELEASE AND COMMUNITY SUPERVISION OF ADULT OFFENDERS, AT THE LEAST COST TO TAXPAYERS.

VISION STATEMENT

The Board of Probation and Parole will be committed to a partnership with the citizens of Tennessee in promoting public safety and will be recognized as a leader in the area of probation and parole by:

1. Providing a continuum of services for offenders from pre-sentence investigation through the expiration of sentences.
2. Participating in cooperative efforts such as community policing, multi-purpose service centers, coordinated victim services and interagency efforts.
3. Providing employees with access to and training in the use of advanced technologies.
4. Fostering a highly professional staff that is proficient in offender management and support services.
5. Promoting effectiveness and efficiency through the use of outcome measures and innovative approaches to service delivery.

HISTORICAL OVERVIEW

- 1929** Act passed authorizing a parole system and indeterminate sentencing for adult offenders.
- 1929** Act created the Advisory Board of Pardons.
- 1931** Advisory Board of Pardons created a system for parole eligibility.
- 1937** Act created Board of Pardons and Paroles; appointments made by the Governor and the Board chaired by Commissioner of the Department of Institutions and Public Welfare.
- 1955** The Department of Institutions and Public Welfare changed to the Department of Corrections.
- 1957** Act established the Division of Juvenile Probation.
- 1961** Act established the Division of Adult Probation and Parole.
- 1963** Major changes in Board of Pardons and Paroles five (5) member part-time Board; first black appointed.
- 1970** Act passed changing Chair of the Board of Pardons and Paroles from Commissioner of the Department of Corrections to being elected by Board Members.
- 1972** Act passed changing the Board of Pardons and Paroles to three members who were full-time professionals with the Chair appointed by the Governor.
- 1978** Board of Pardons and Paroles expanded to five (5) full-time members.
- 1979** "Pardons and Paroles Reform Act of 1979"; removed the Board of Paroles from the Department of Corrections, creating a separate and autonomous full-time Board. Parole officers and support staff were placed directly under the supervision of the Board, through the Executive Director and the Director of Paroles.
- 1985** Emergency Powers Act passed to alleviate overcrowding. Board directed by Governor to reduce release eligibility dates of inmates sufficient to enable Board to release enough inmates to reduce population to 90% capacity.
- 1989** Act passed expanding Board from five (5) to seven (7) members. Created limited internal appellate review upon denial, revocation or rescission of parole.
- 1989** Criminal Sentencing Reform Act passed. Altered the sentencing and parole eligibility for all crimes.
- 1992** TOMIS project implemented.
- 1996-**
- 1997** Legislative changes which increased the number of votes necessary to finalize parole grant decisions involving the most serious criminal offenses. Interstate Compact also strengthened by applying stricter standards on acceptance and supervision of out-of-state offenders supervised by Tennessee.
- 1999** Legislation created "The Board of Probation and Parole", merging parole and probation field services and placing Community Correction Programs under the agency's oversight.

HISTORICAL OVERVIEW

2000-2001 The Tennessee probation and parole offender population has grown **24%** during the last six (6) fiscal years. This growth (4% annual) closely mirrors the national trend of offender population growth. Despite the increasing number of offenders in Tennessee no new probation and parole officer positions have been added, making it necessary for staff to absorb the growing population into their existing overburdened caseloads. The Board's case-carrying officers currently supervise an average of 100 offenders per Officer, numbers which compromise sound supervision strategies.

Historically, Officers have followed Board established standards of offender supervision, enabling them to help ensure public safety for the citizens of Tennessee. Managing the increasing number of offenders in accordance with these established standards of supervision has proved difficult. The Board has had to mandate reductions in the standards twice during the past two fiscal years to accommodate burgeoning caseloads.

To help address these issues the Board applied for and received a technical assistance grant from the National Institute of Corrections. This grant was awarded to assist the Board in creating a "workload budgeting process" to establish the number of Officers needed to effectively supervise offenders in the community. A workload budgeting system determines the number of Officers needed by estimating the amount of time an Officer needs to perform a given task (e.g. supervise an offender, conduct an investigation) according to work standards established by the Board. Peter Quigley, consultant from the National Council on Crime and Delinquency, worked with the Board to create a workload budgeting process. The process resulted in a recommendation of an 18% increase in the number of Officers needed to supervise the number of offenders under supervision. This 18% increase in staff would equal an additional 106 Officer positions.

As a part of the FY 2000-2001 Budget Process the Board requested 56 new Officer positions, with the additional 50 positions to be requested in subsequent fiscal years. Due to state budget constraints this improvement request was not approved and will be submitted again in the FY 2001-2002 Budget Process.

ORGANIZATION

The Board of Probation and Parole is a full time independent State Commission composed of seven (7) Board Members appointed by the Governor. The Board is charged with the responsibility for deciding which felony offenders will be granted parole and released from incarceration to community based supervision. Along with the supervision of those granted parole, the Board is also responsible for supervising felony offenders who are placed on probation by Criminal Courts.

The administrative duties and responsibilities of the Board are to establish criteria for granting and revoking parole; to develop and adopt the planning document, annual budget, staffing plan, and policy and procedure; to visit correctional institutions and maintain contact with criminal justice agencies and agency field staff; to participate in regional, federal and local criminal justice planning efforts.

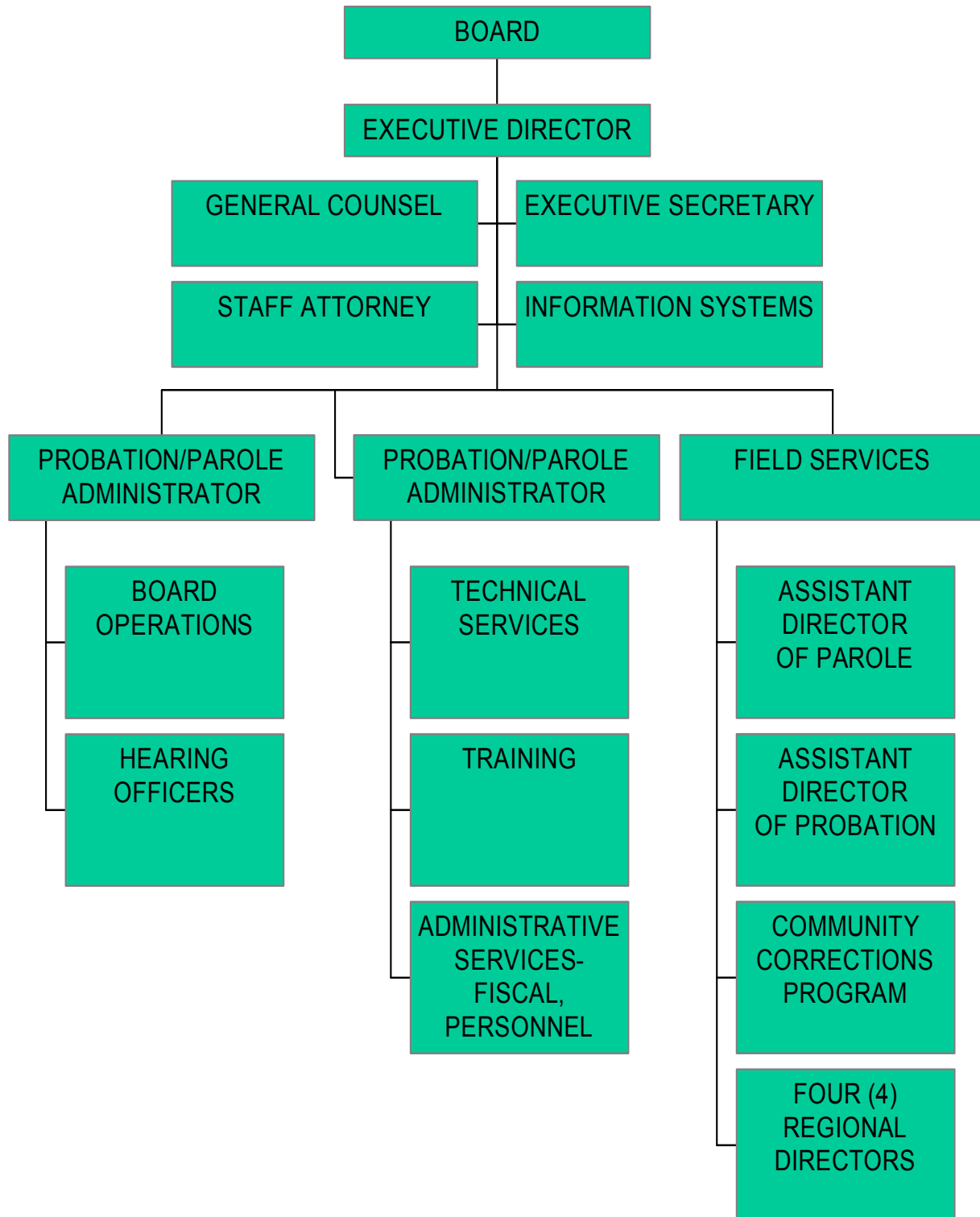
The Executive Director has the responsibility to direct the day-to-day operations of the agency and assist the Board in the development and implementation of policies, procedures, planning, budgets and reports. The Executive Director also has responsibility for recruitment and supervision of staff and for developing and maintaining communication and cooperation between the Department of Correction and the Board.

To manage the agency and its functional responsibilities, the agency is divided into nine (9) operating divisions:

1. Board Members and their support staff
2. Hearing Officers
3. Board Operations
4. Field Services
5. Administrative Services
6. Technical Services
7. Information Systems
8. Training
9. Legal Services

The Management Advisory Committee, which is composed of the Executive Director, two Assistants to the Executive Director, General Counsel, Director of Field Services and Director of Information Systems, provides the Senior Management structure for the agency. Each Assistant to the Executive Director is given responsibility for several divisions; one oversees Administrative Services, Training and Technical Services while the other oversees Board Operations and the Hearing Officers.

ORGANIZATION



BOARD MEMBERS

CHARLES TRAUGHBER, CHAIRMAN

Charles Traughber started his criminal justice career as an institutional counselor in the Department of Correction in 1969. In 1972 he was appointed Chairman of the Board of Paroles and served until June, 1976. He served as a member of the Board from 1976 until July, 1977, when he was re-appointed Chairman and served in that capacity through June, 1979. He again served as a member until December, 1985. From that date until December, 1987 he served as a consultant with a private correctional company. He was re-appointed Chairman of the Board of Paroles in January, 1988 and has served as Chairman since that date. He was re-appointed to six year terms on the Board in 1994 and again in 2000. Mr. Traughber is a graduate of Tennessee State University. He is a member of the Tennessee Correctional Association, the American Correctional Association, and serves as vice-president of the southern region of the Association of Paroling Authorities, International. He has served on the Tennessee Sentencing Commission and on various committees addressing prison capacity issues.

WILLIAM TOWNSEND ANDERSON

Townie Anderson was appointed to the Board of Paroles January 1, 1998. He attended Maryville College and the Institute for Financial Management at Harvard University. He served in the United States Air Force. Mr. Anderson has served the State of Tennessee as Tennessee State Representative, Assistant Commissioner for the Tennessee Department of Transportation, and Deputy Commissioner of the State of Tennessee Department of Financial Institutions. Mr. Anderson was in the banking industry for twenty (20) years and in the crushed stone industry for twelve (12) years. He is a former Rotarian in Lexington, Kentucky and Maryville, Tennessee. Mr. Anderson has served as Director and Treasurer of Blount County United Way, Director and President of the Blount County Boys Club, Director of More Blount Jobs, Inc., Director of Historical Sam Houston Schoolhouse Association, and Director of YMCA Camp Montvale.

BILL DALTON

Bill Dalton was appointed as a member of the Board of Probation and Parole effective April 1, 2000. He came to the Board from the Tennessee Department of Correction, where he served as Assistant Commissioner of Administrative Services from February, 1994 until his appointment to the Board. As Assistant Commissioner, his responsibilities included overseeing the divisions of Information Systems, Sentence Management, Centralized Maintenance, Engineering, Fiscal, Personnel, and Budget. Mr. Dalton attended Young Harris College and Middle Tennessee State University.

DON DILLS

Don Dills was appointed to the Board of Paroles April 1, 1996. He is a former state representative, a businessman and a farmer. He has served as Commissioner of Environment and Conservation, and Dyer County Executive. He is also an officer in the Tennessee National Guard.

LARRY HASSELL

Larry Hassell was appointed to the Board of Paroles May 1, 1996. He was employed in auto sales and wholesale from 1956 until his appointment to the Board. He served in the United States Coast Guard and the Tennessee National Guard. Mr. Hassell is a graduate of Yorkville High School and attended Bethel College and the Memphis Police Academy.

BOARD MEMBERS

RAY MAPLES

Ray Maples was appointed to the Board of Paroles December 17, 1996. He is retired from the Memphis Police Department, where he served for 27 years. He is a founding member of the Law Enforcement Alliance of America and served on the Board of Directors for Neighborhood Watch, Inc. He was selected in 1992 to serve as chairman of the law enforcement committee. He also served in the United States Army National Guard.

SHEILA HOLT SWEARINGEN

Sheila Holt Swearingen was appointed to the Board of Paroles effective January 1, 1998. She has served the State of Tennessee since 1976 as a probation officer and probation manager with the Department of Corrections and Youth Development. She came to the Board of Paroles from the Department of Children's Services. Mrs. Swearingen received a Bachelor of Science degree in Social Science at Union University.

2000 - 2001

STATISTICAL

REPORTS

STATISTICAL REPORTS

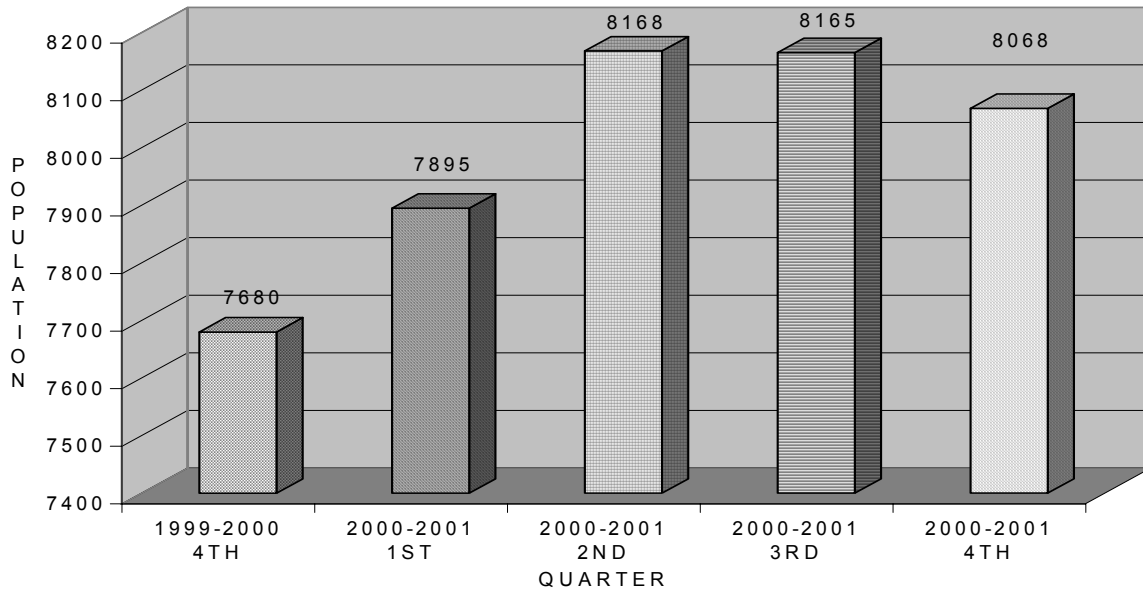
STATISTICAL REPORT HIGHLIGHTS *

PAROLE HEARINGS		
15,602	PAROLE HEARINGS HELD FY 2000 - 2001	
12,691	Grant Hearings	
	6,413	Initial Parole
	6,189	Parole Review
		Custodial Parole Hearings
		Foreign Jurisdiction
	34.3%	Granted Parole
	3,939*	Individuals Granted Parole (*some individuals had more than one hearing during fiscal year)
2,078	Revocation Hearings	
	96.2%	Revoked and Reincarcerated
	1,965*	Individuals Revoked and Reincarcerated (*some individuals had more than one hearing during fiscal year)
PROGRESSIVE INTERVENTION		
843	Parolees referred to Progressive Intervention	
201	Probationers referred to Progressive Intervention	
750	Interventions Successful (Resulting in no revocation)	
\$9,168,669	Annual Cost Avoidance (For not revoking and re-incarcerating)	
472	Rescission Hearings (Pre-and Post-Parole)	
	453	Pre-Parole Rescission
	19	Post-Parole Rescission
	89.1%	Rescinded Grants
	400	Individuals Rescinded
OFFENDER POPULATION		
8068	Parolees (June 30, 2001)	
33,458	Probationers (June 30, 2001)	
5,032	Community Corrections (June 30, 2001)	
41,526	TOTAL	
RECIDIVISM		
22.3%	Parole Recidivism Rate	
REPORTS AND RELEASE PLANS		
	14,038	Investigative Reports Completed
	4,744	Release Plan Investigations
FEE COLLECTION		
\$2,962,611	Supervision/Diversion	
\$2,379,369	Criminal Injuries Fund	
\$5,341,981	Total Fees Collected	

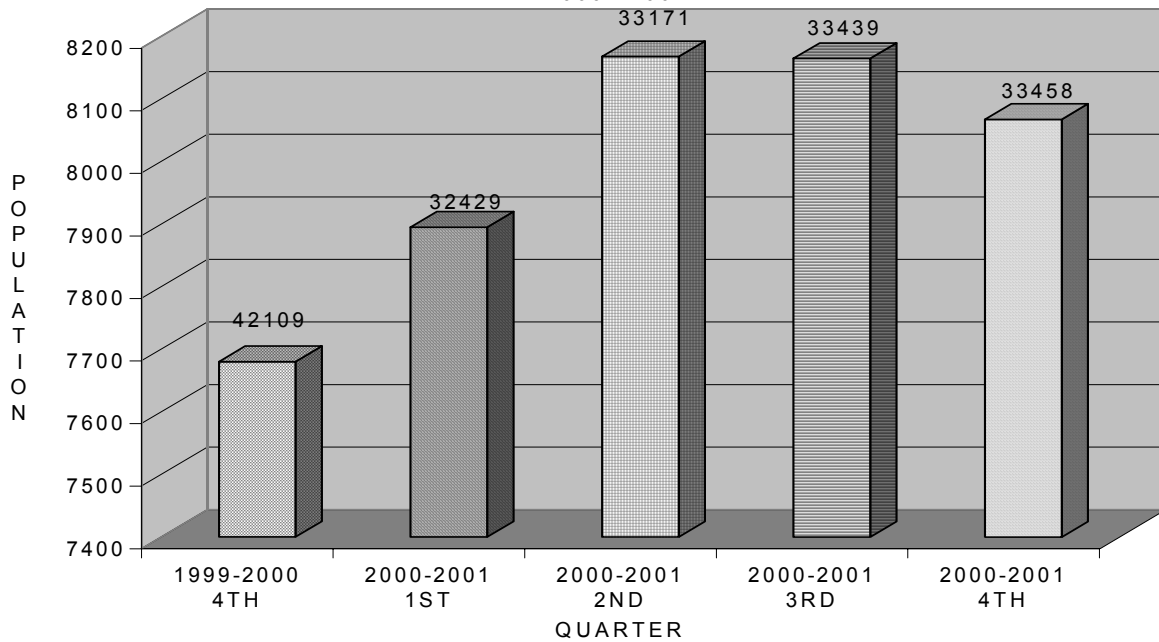
* Data from: juno1monthlynb.xls—finalized cases and HRNGS, POP, CERT, WARR and BOPP Technical Services, July 26, 2001

STATISTICAL REPORTS

STATEWIDE PAROLE POPULATION BY QUARTER
FY 2000-2001

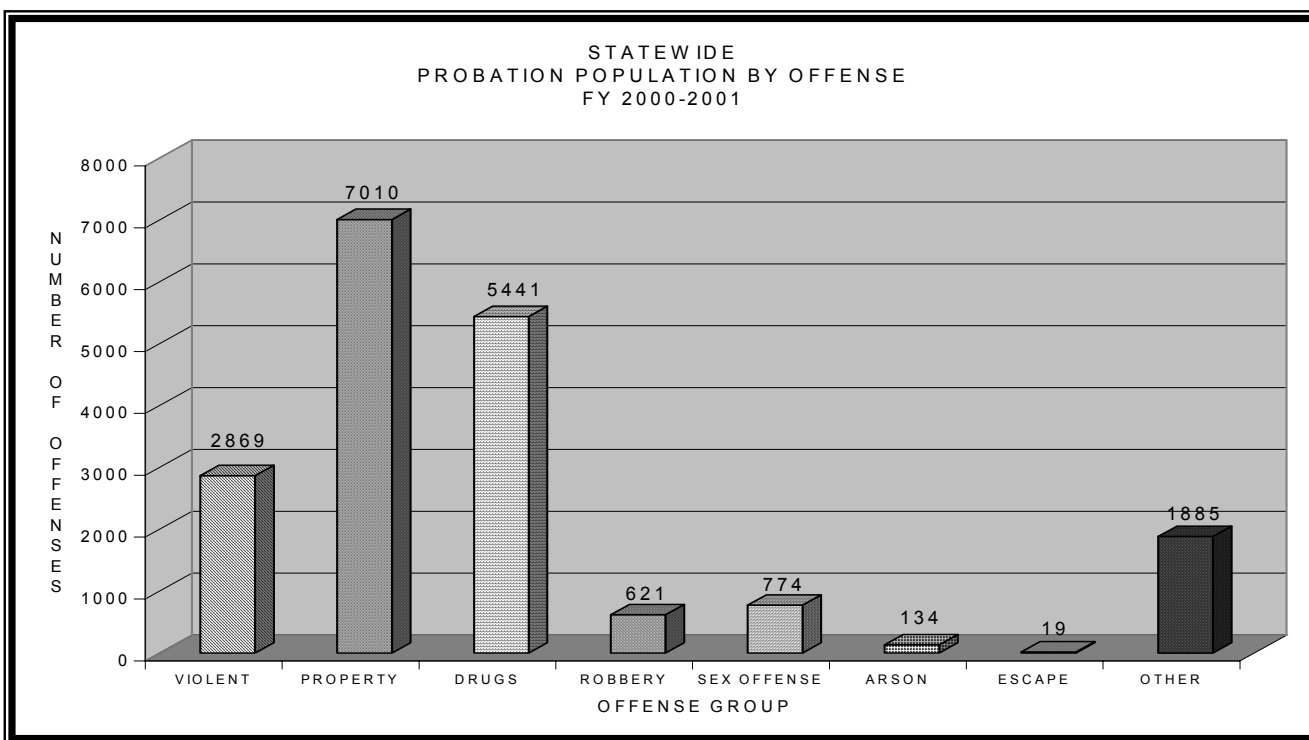
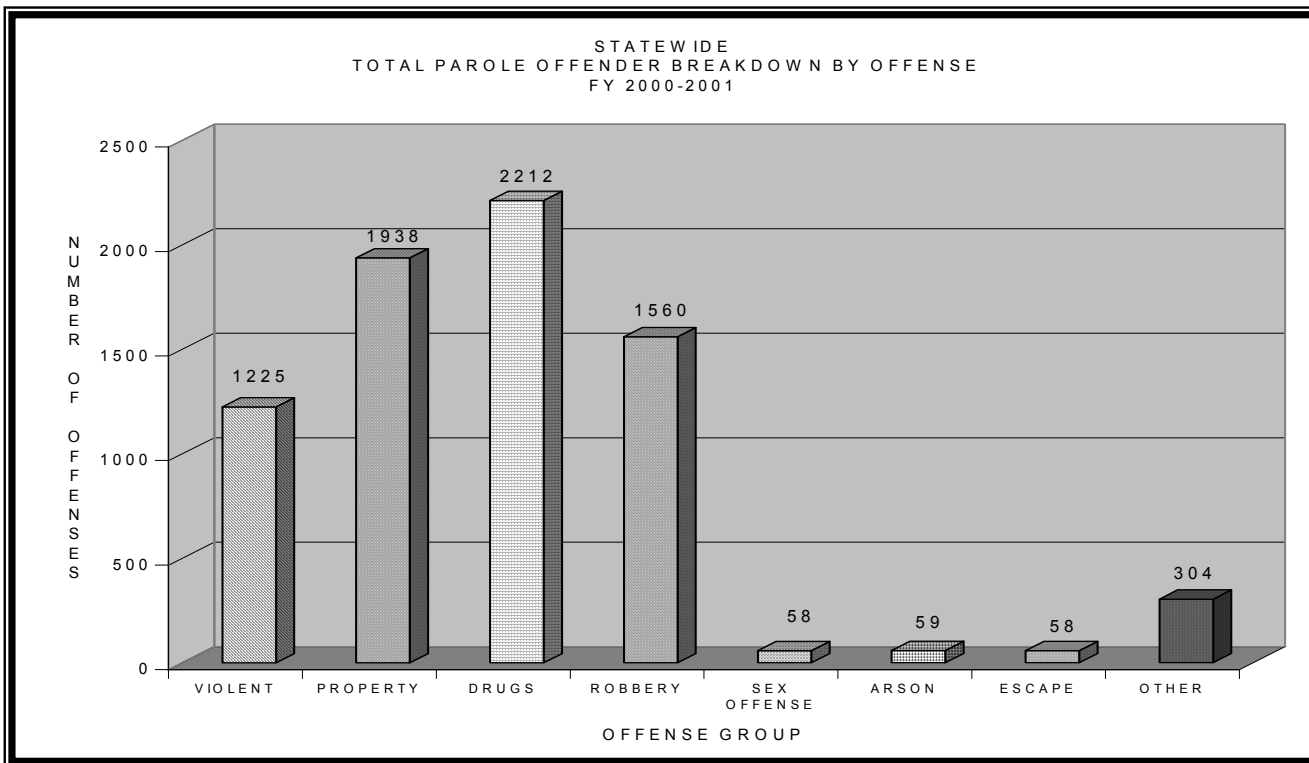


STATEWIDE PROBATION POPULATION BY QUARTER
FY 2000 - 2001



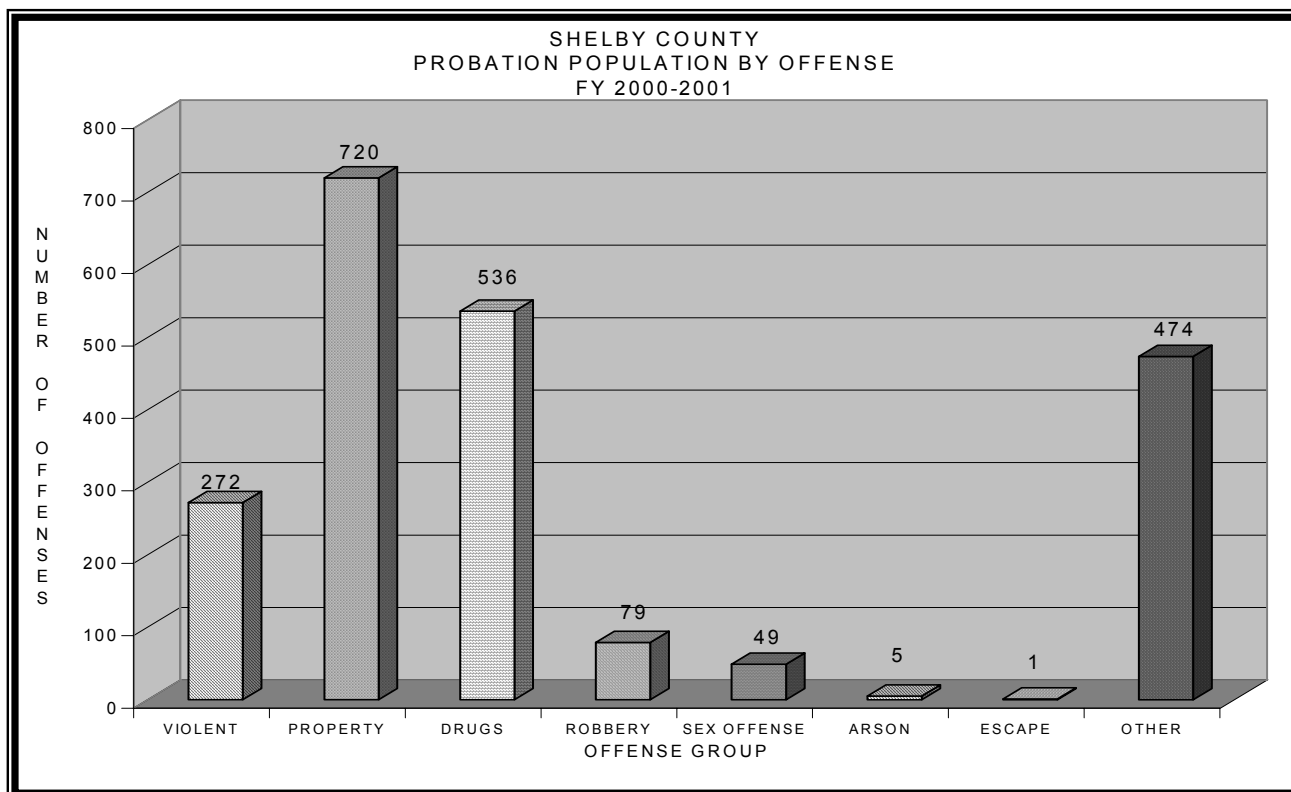
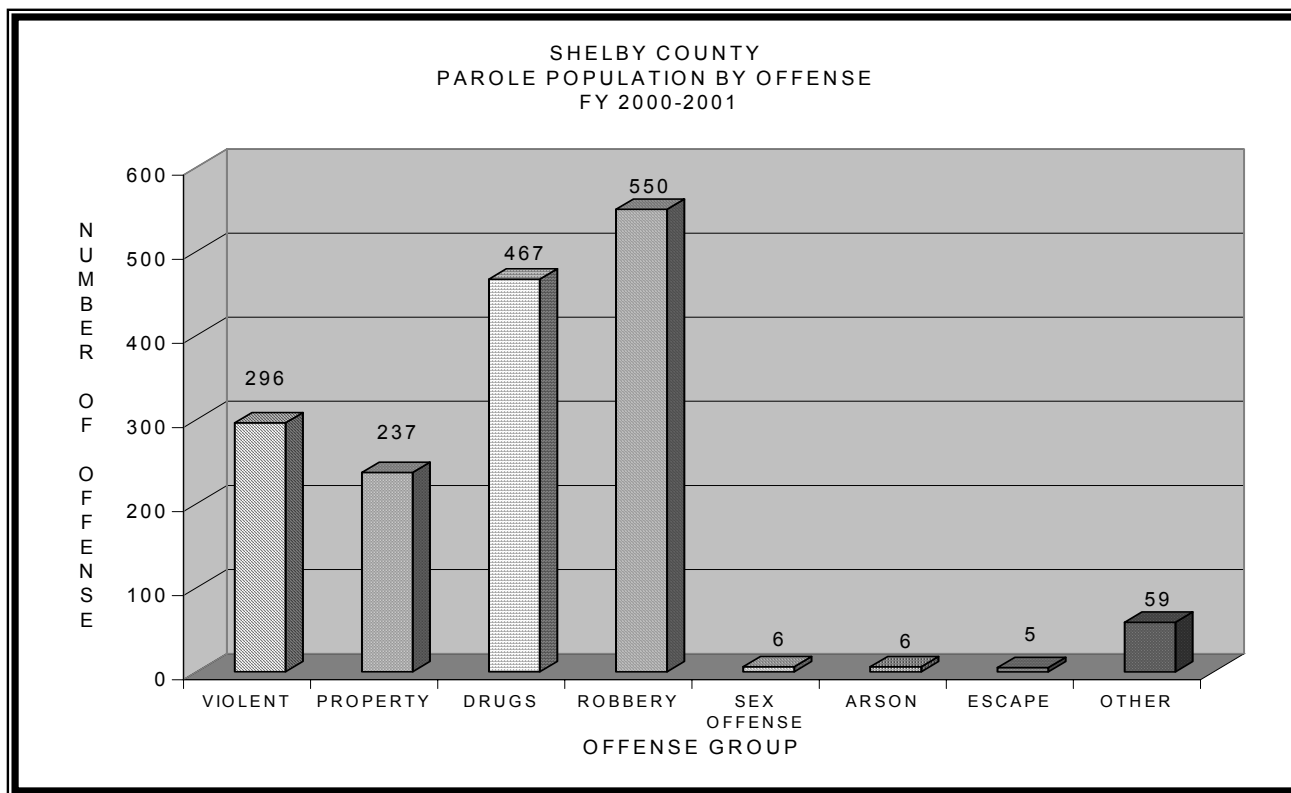
*Data from: junio1monthlynb.xls—finalized cases and HRNGS, POP, CERT, WARR

STATISTICAL REPORTS



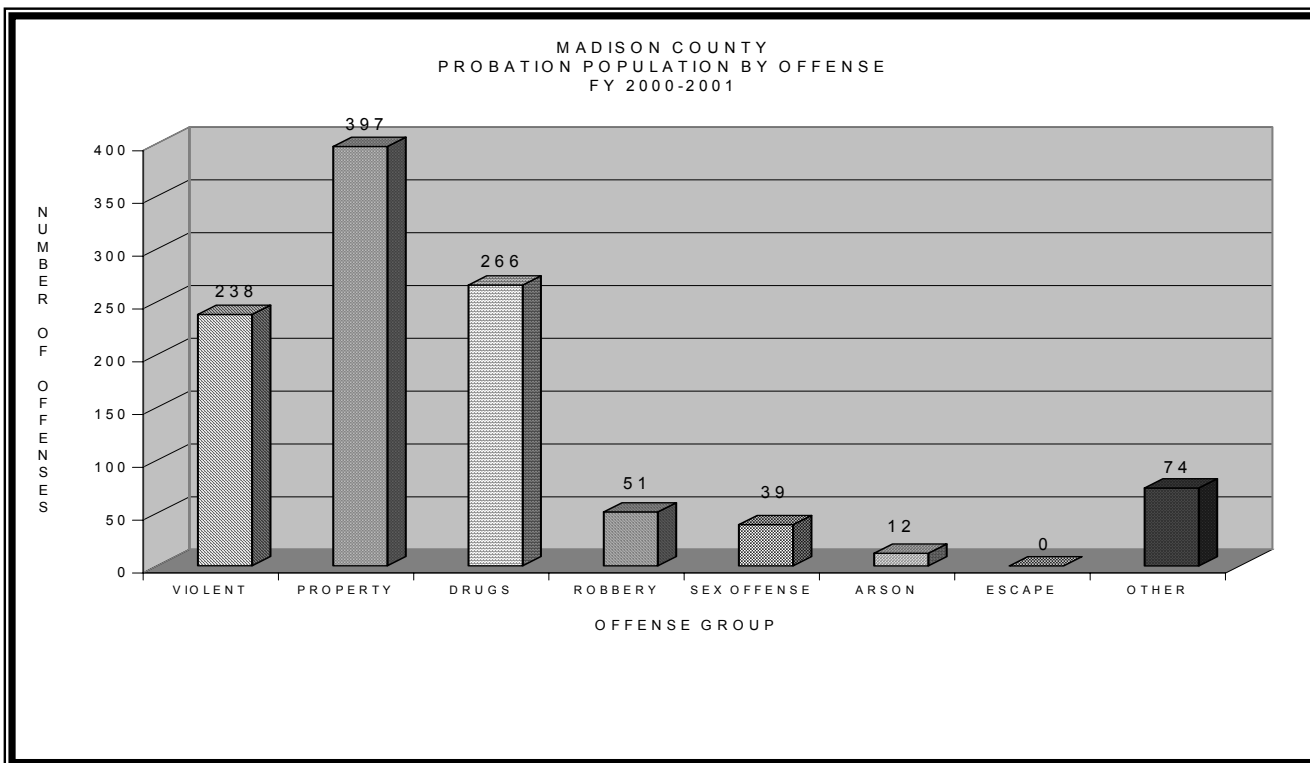
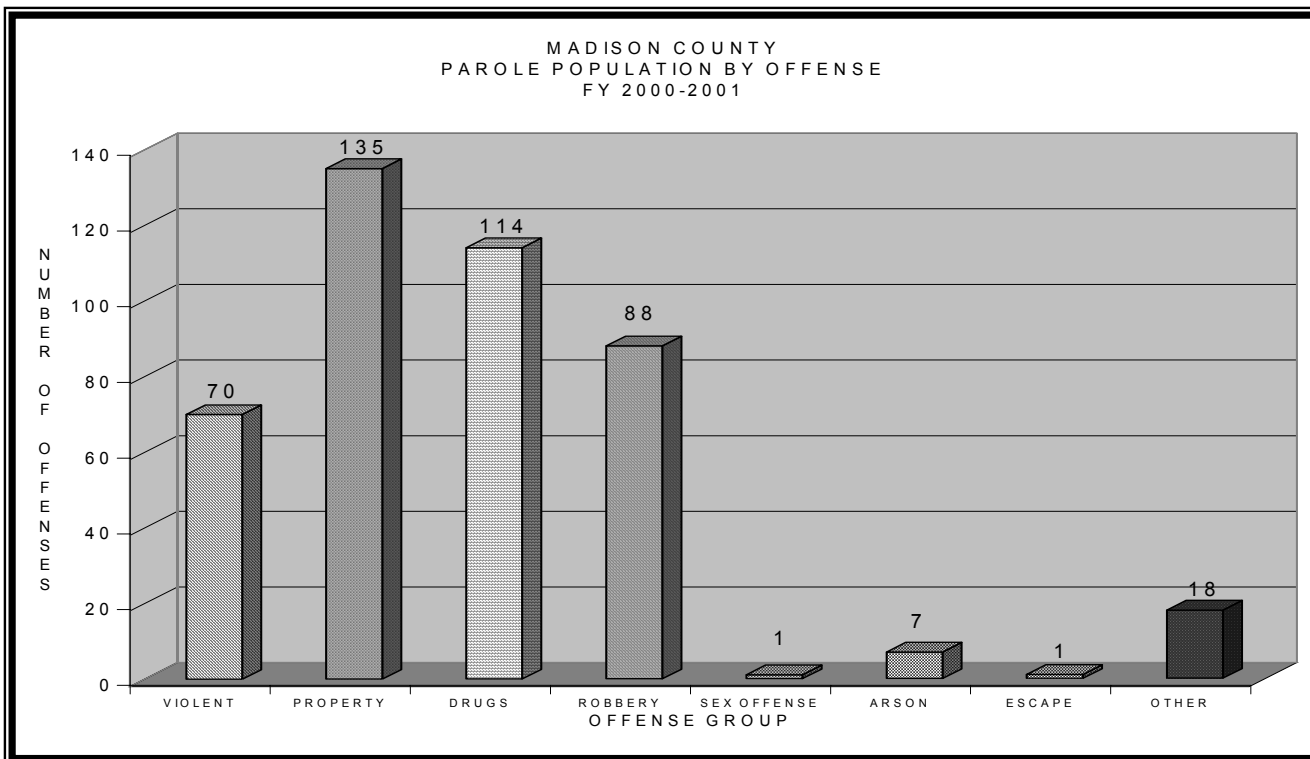
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STATISTICAL REPORTS



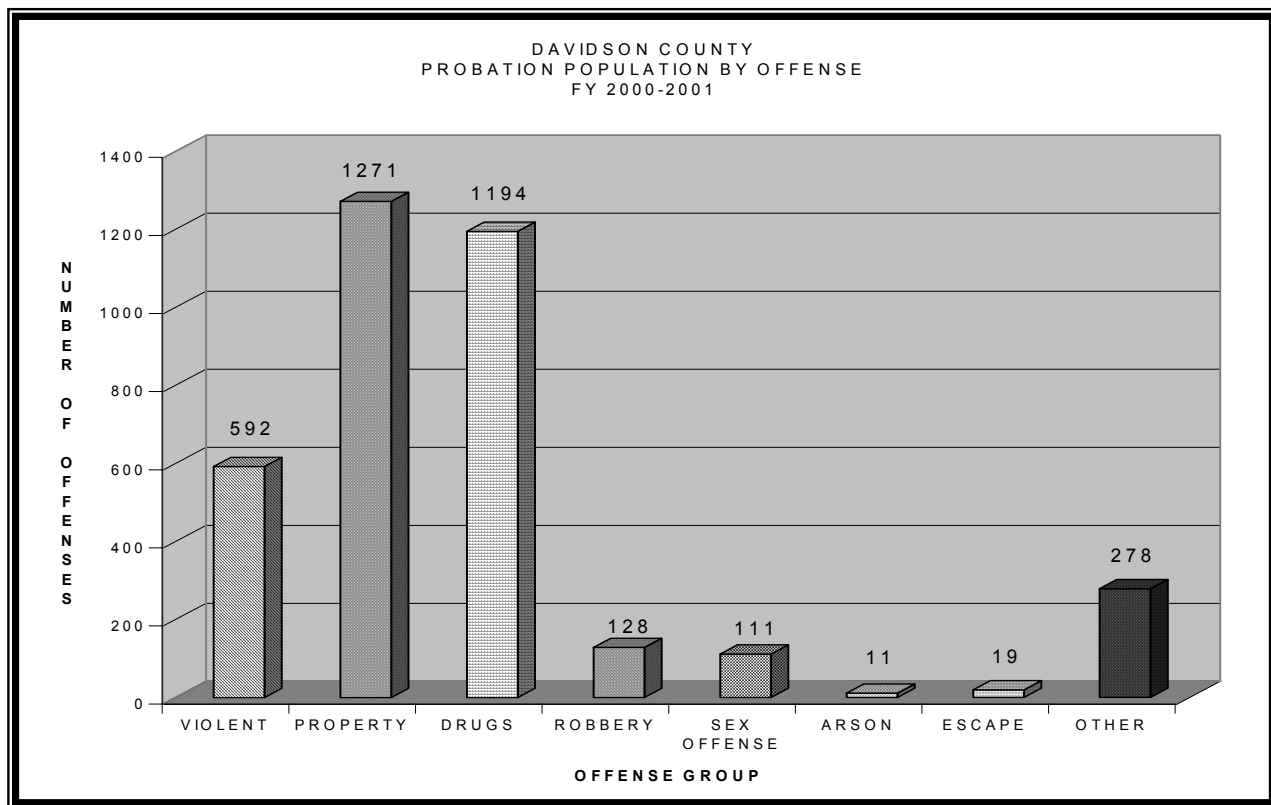
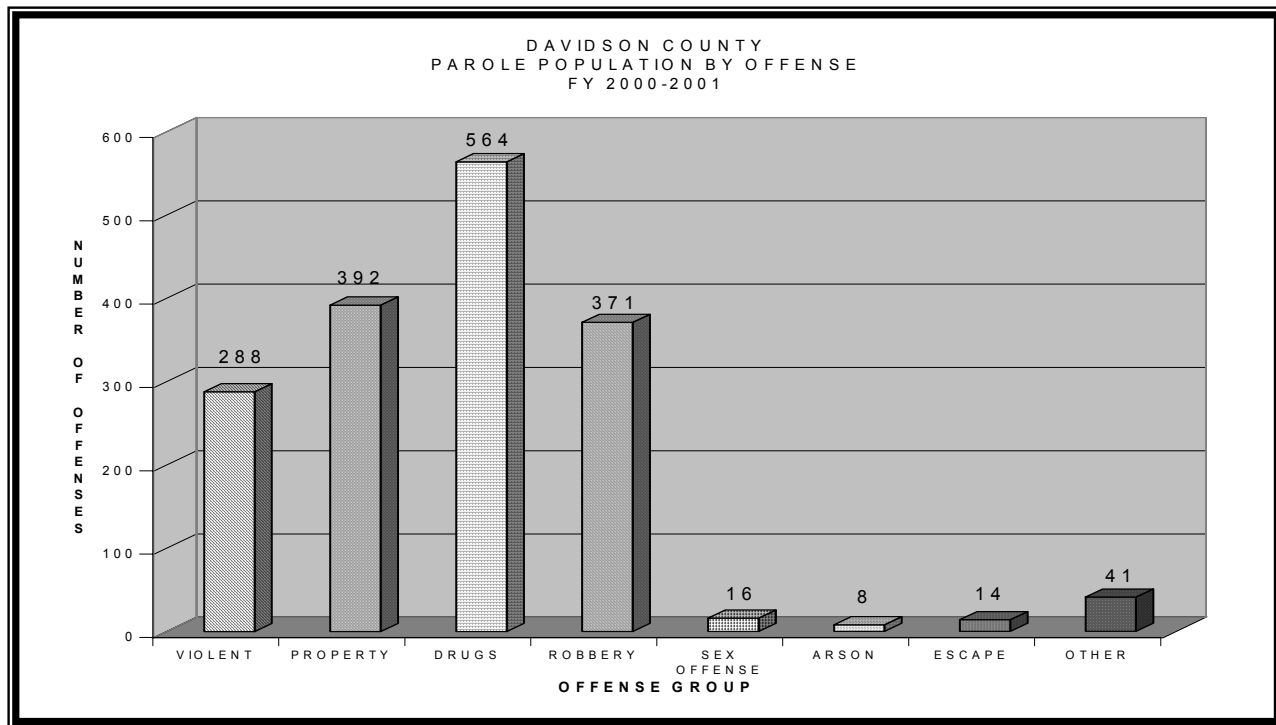
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STATISTICAL REPORTS



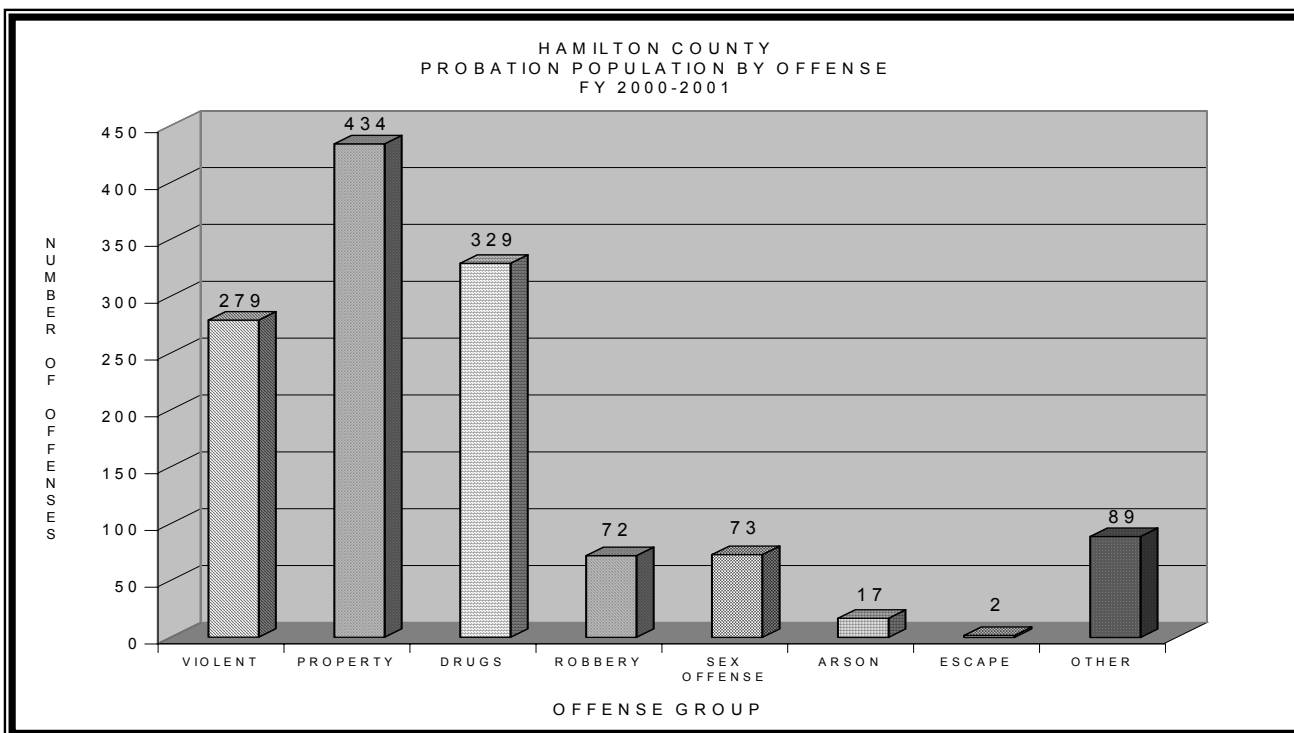
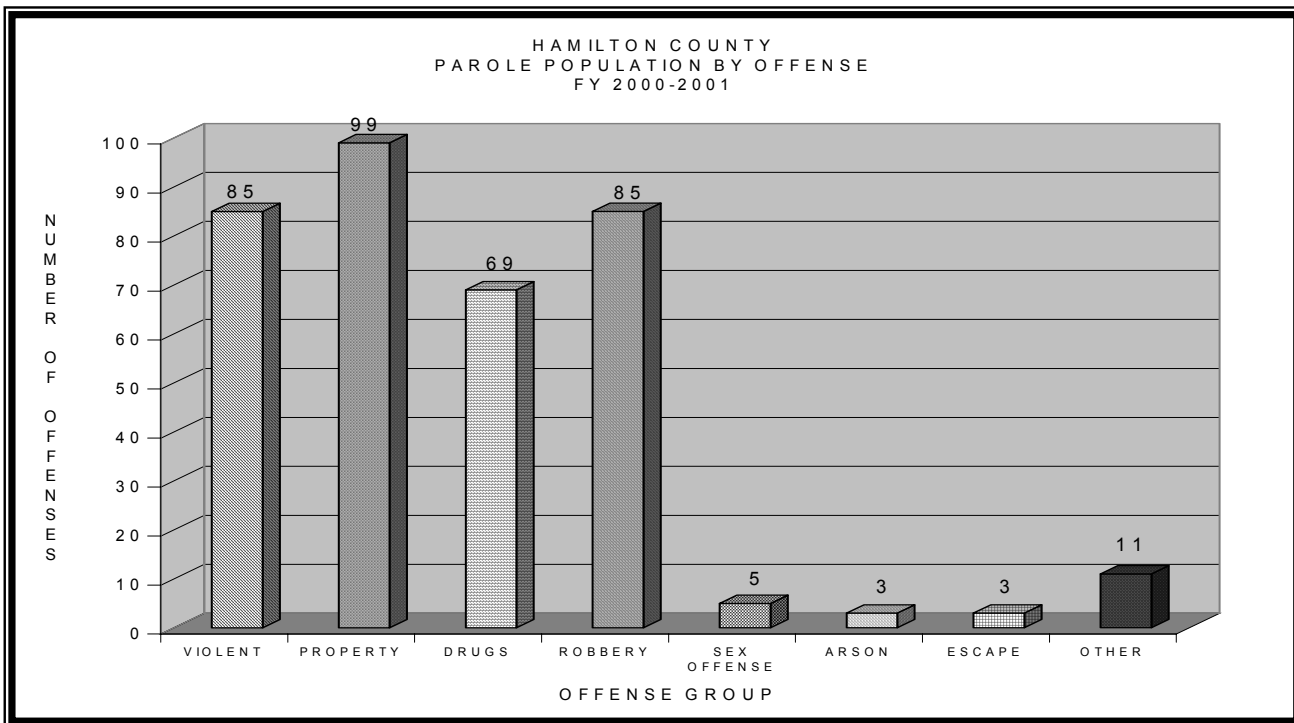
*Data from: juno1monthlynb.xls—finalized cases and HRNGS, POP, CERT, WARR

STATISTICAL REPORTS



*Data from: juno1monthlynb.xls—finalized cases and HRNGS, POP, CERT, WARR

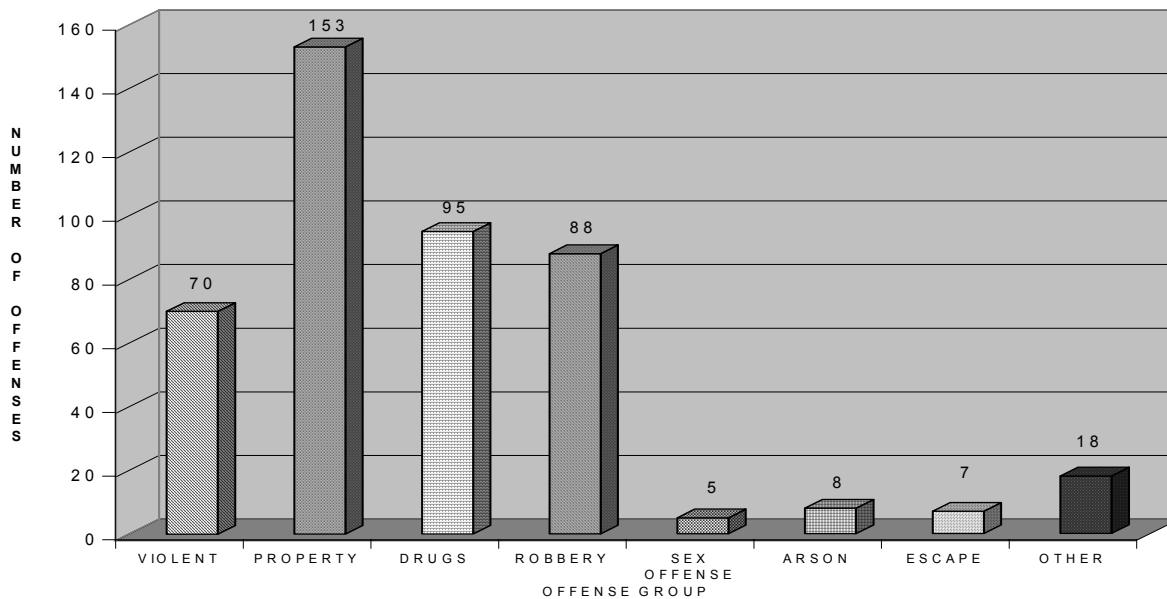
STATISTICAL REPORTS



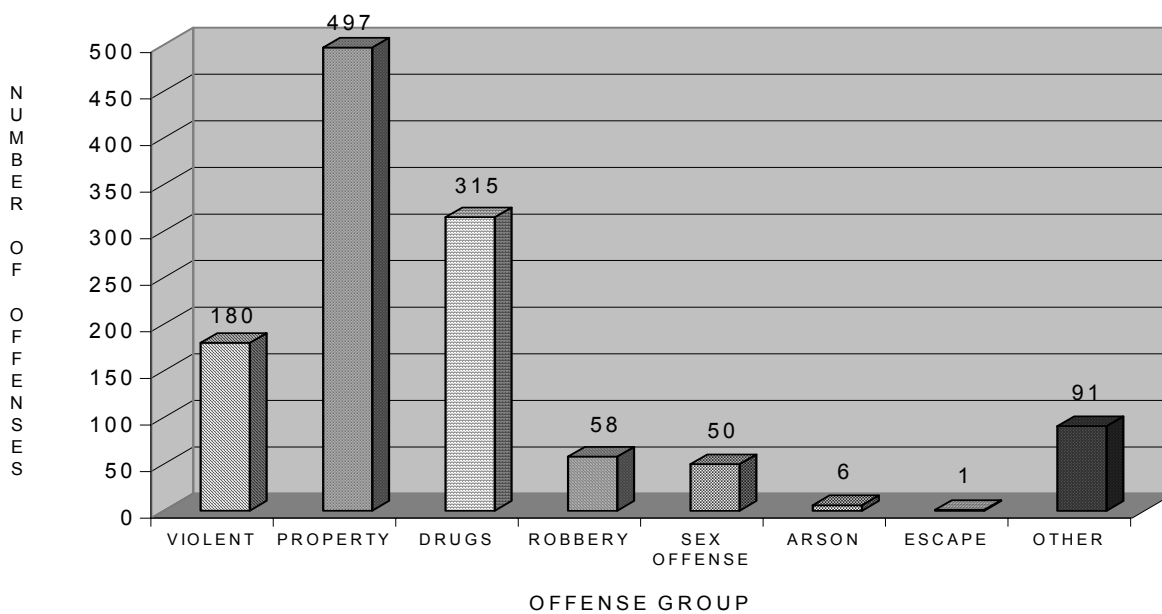
*Data from: juno1monthlynb.xls—finalized cases and HRNGS, POP, CERT, WARR

STATISTICAL REPORTS

KNOX COUNTY
PAROLE POPULATION BY OFFENSE
FY 2000-2001



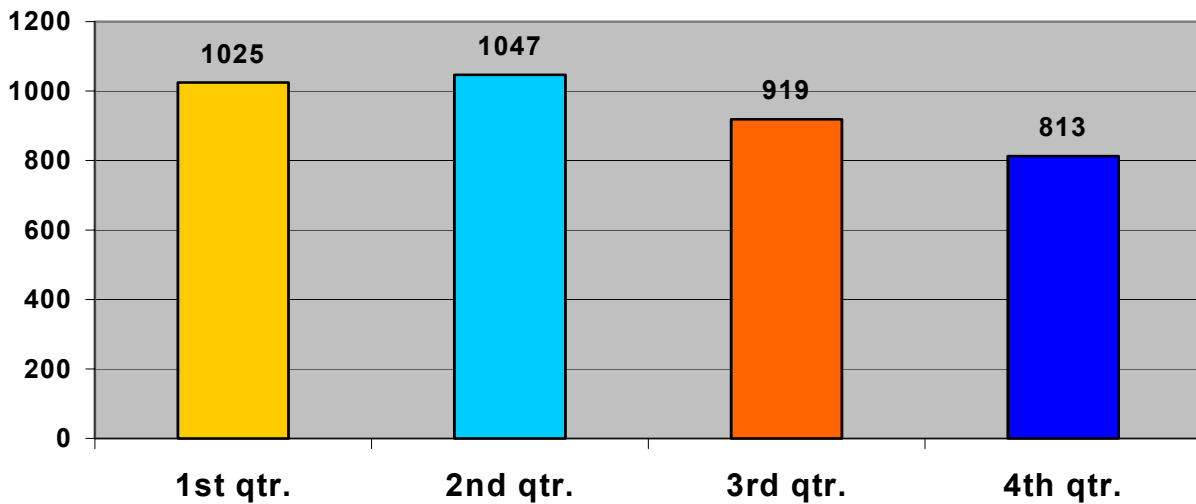
KNOX COUNTY
PROBATION POPULATION BY OFFENSE
FY 2000-2001



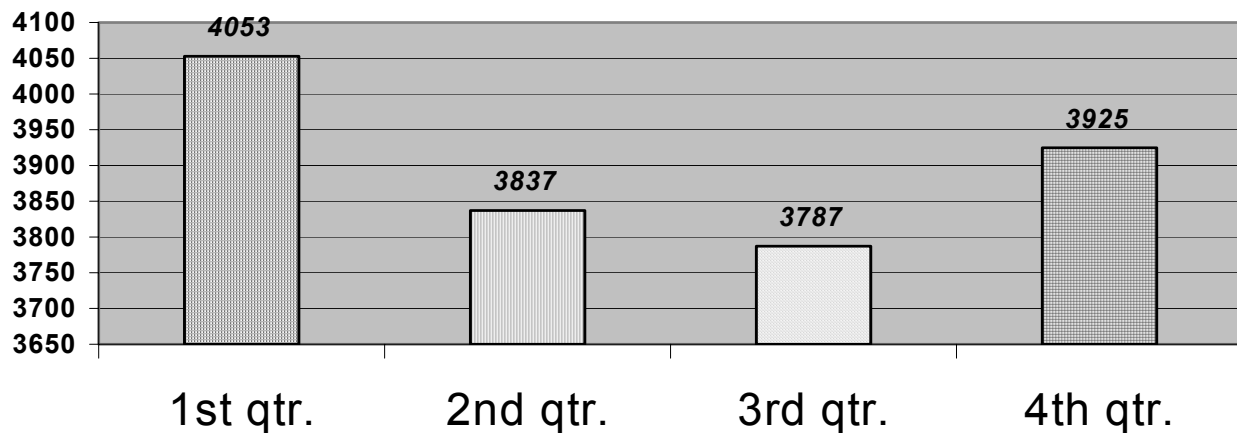
*Data from: juno1monthlynb.xls—finalized cases and HRNGS, POP, CERT, WARR

STATISTICAL REPORTS

PAROLE CERTIFICATES ISSUED = 3804 FY 2000/2001



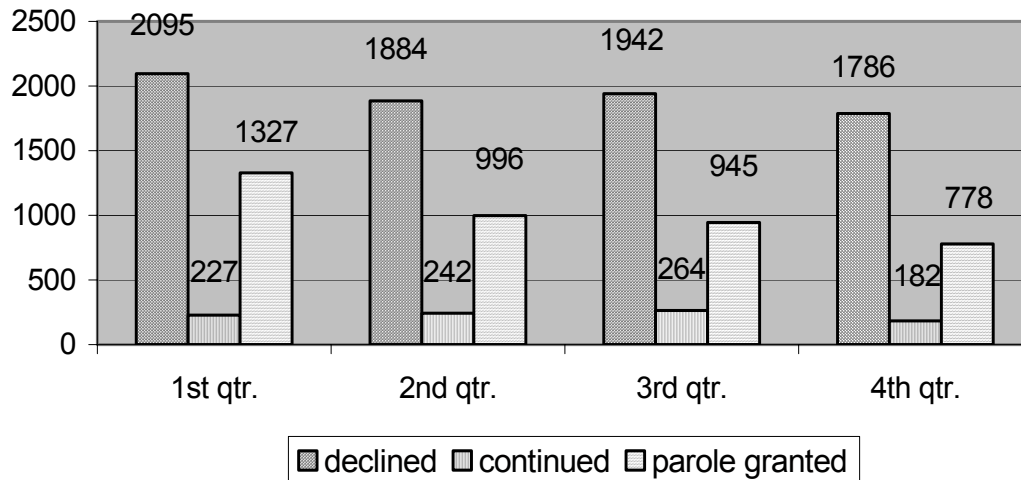
TOTAL PAROLE HEARINGS = 15,602 FY 2000/2001



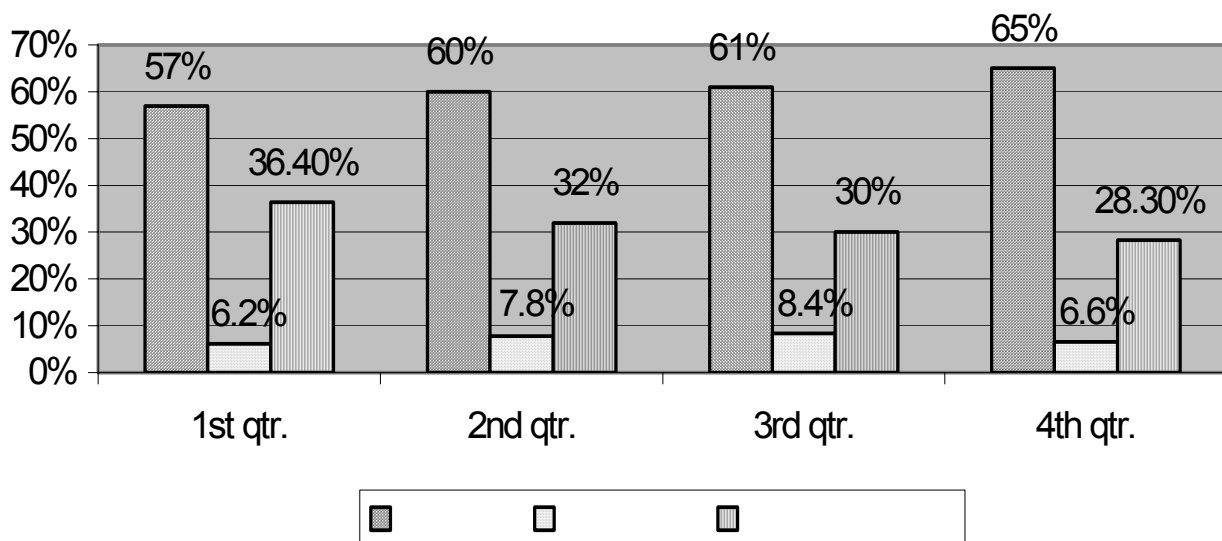
*Data from: juno1monthlynb.xls—finalized cases and HRNGS, POP, CERT, WARR

STATISTICAL REPORTS

GRANT HEARING = 12,691 FY 2000/2001



PAROLE GRANT RATE = 34.3% (FY 2000/2001)



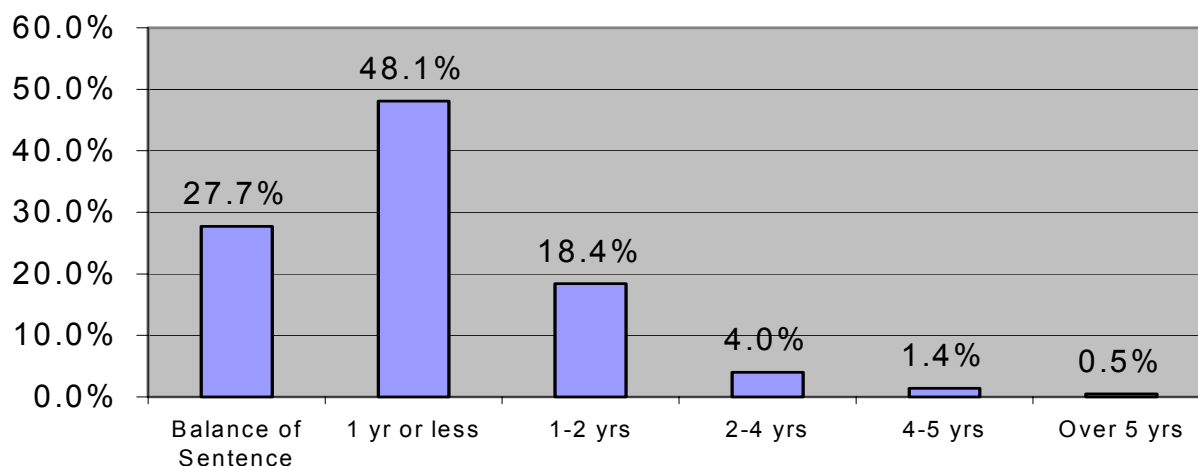
*Data from: juno1monthlynb.xls—finalized cases and HRNGS, POP, CERT, WARR

STATISTICAL REPORTS

PAROLE DECLINATIONS

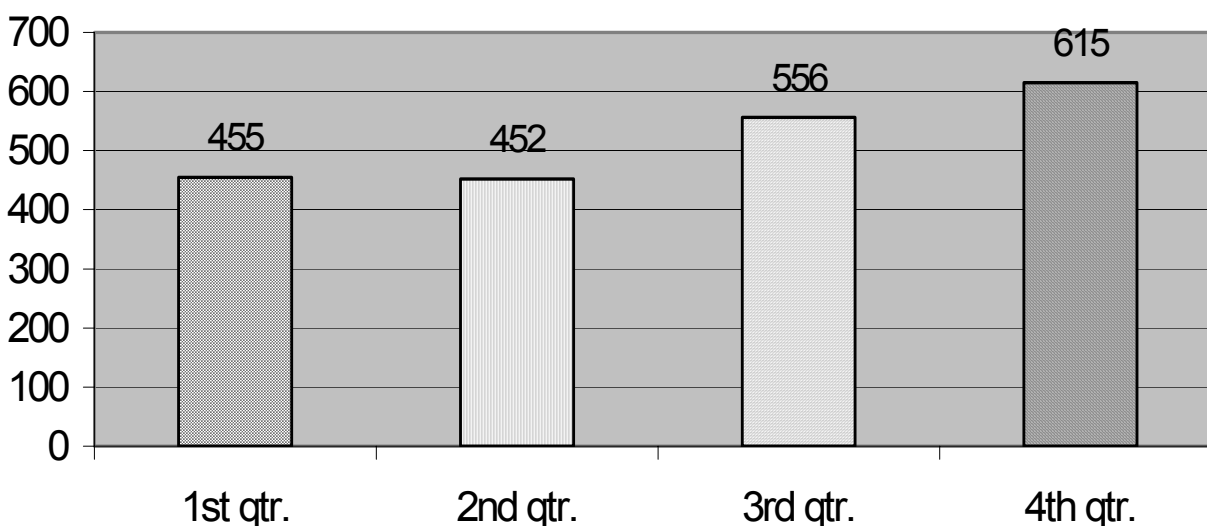
FY 2000/2001

(Percent of Total Parole Declinations)



PAROLE REVOCATIONS = 2078

FY 2000-2001

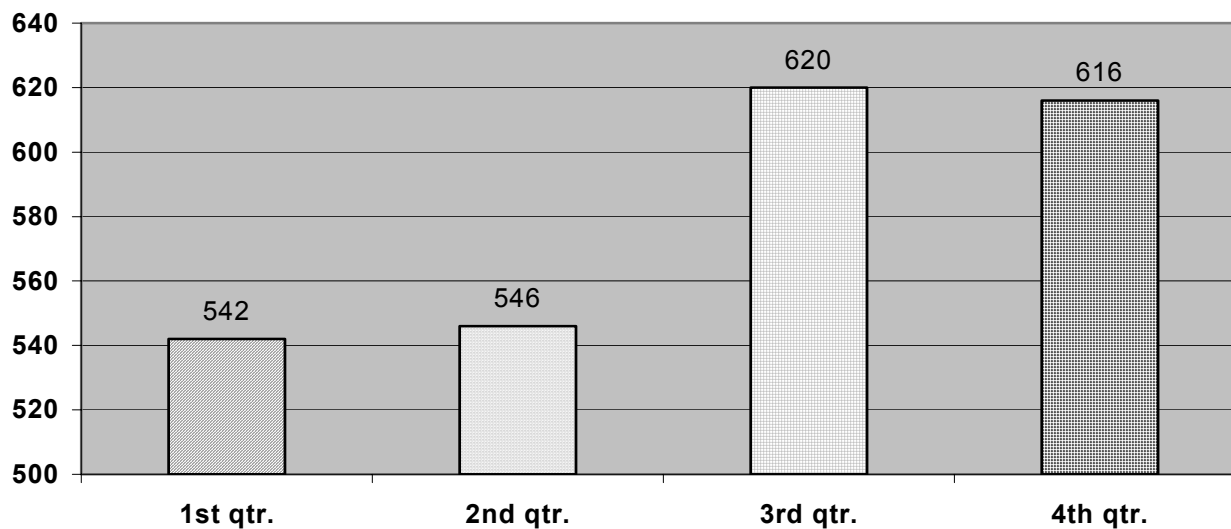


*Data from: juno1monthlynb.xls—finalized cases and HRNGS, POP, CERT, WARR

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PAROLE VIOLATION WARRANTS ISSUED = 2324

FY 2000/2001

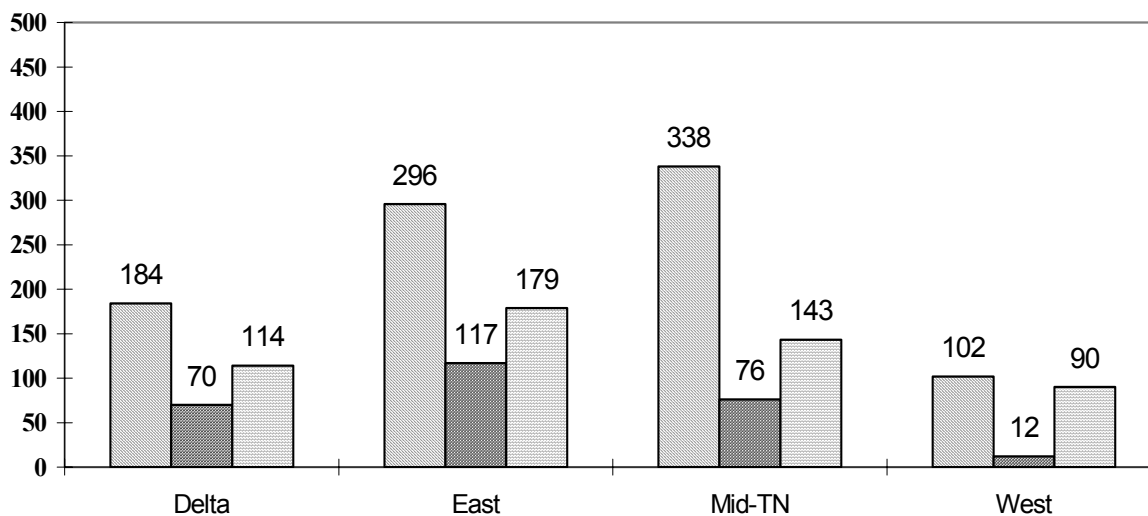


PROGRESSIVE INTERVENTION

FY 2000/2001

Regional Data

Referred Revoked Successful



*Data from: juno1monthlynb.xls—finalized cases and HRNGS, POP, CERT, WARR

STATISTICAL REPORTS

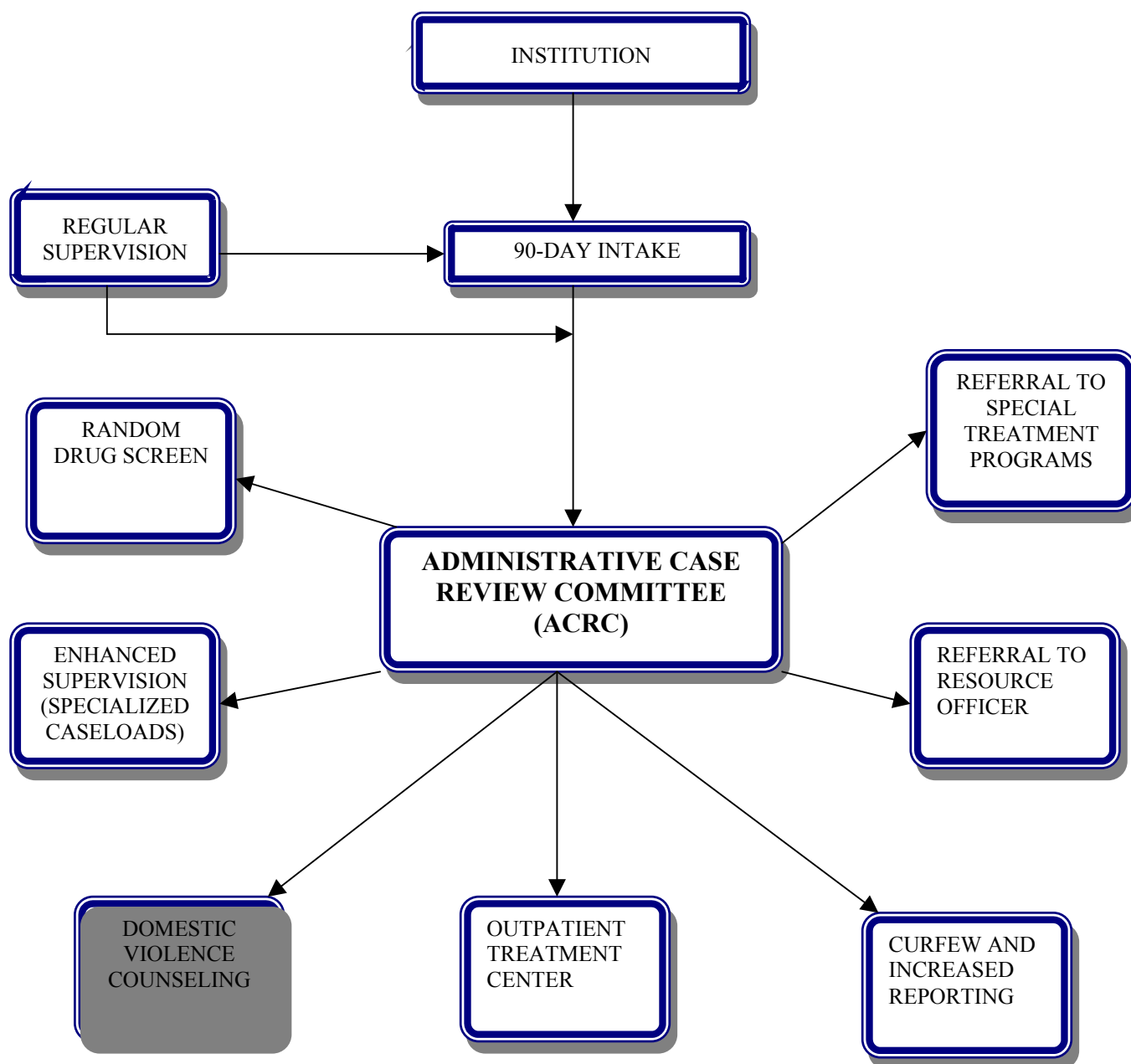
FY 200/2001 PROGRESSIVE INTERVENTION COST AVOIDANCE ANALYSIS

Parolees referred to the program	843
Parolees successfully completed the program	573
Parolees revoked from program	243
Probationers referred to program	201
Probationers successfully completed program	177
Probationers revoked from program	22
COST AVOIDANCE RESULTING FROM THE PROGRESSIVE INTERVENTION PROGRAM	
ASSUMPTIONS:	
60% of parolees come from TDOC	= 573 X 60% =344
40% of parolees come from local Jails	= 573 X 40% =229
TDOC cost to house an inmate	= \$47.18 per day
Local jail cost to house an inmate	= \$42.18 per day
Cost of parole supervision	= \$2.41 per day
Cost of probation supervision	= \$2.41 per day
ANNUAL COST AVOIDANCE CALCULATIONS	
TDOC Inmate Housing Cost	= 344 X \$47.18 per day X 365 = \$5,923,921
Jail Inmate Housing Cost	= 229 X \$42.18 per day X 365 = \$3,525,615
Total Housing Cost	= \$9,449,536
Parole Supervision Cost	= 573 parolees X \$2.41 per day X 365 = \$504,039
ANNUAL COST AVOIDANCE (INMATE HOUSING COSTS-SUPERVISION COSTS)	= \$8,945,497
TDOC Inmate Housing	= 22 x \$47.18 per day = \$1038 x365 = \$378,878
Probation Supervision Cost	= 177 x 2.41 per day x 365 = \$155,698
Annual Cost Avoidance	= \$2,23,172
TOTAL ANNUAL COST AVOIDANCE (PAROLEES AND PROBATIONERS)	= \$9,168,669

*Data from: Field Services Division

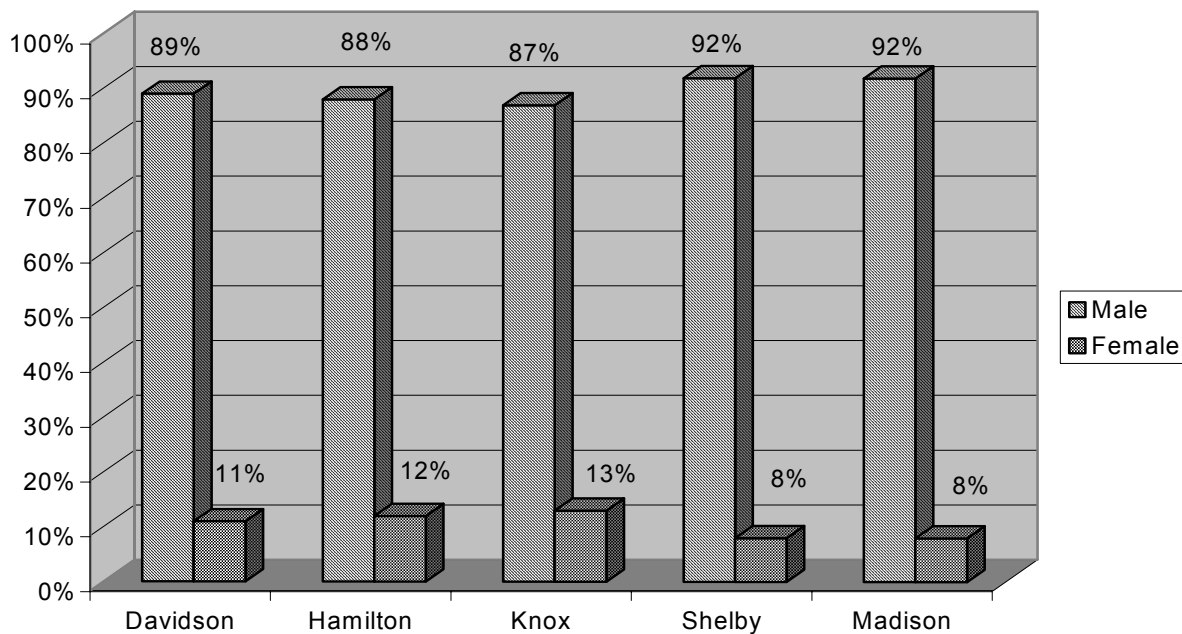
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PROGRESSIVE INTERVENTION PROCESS

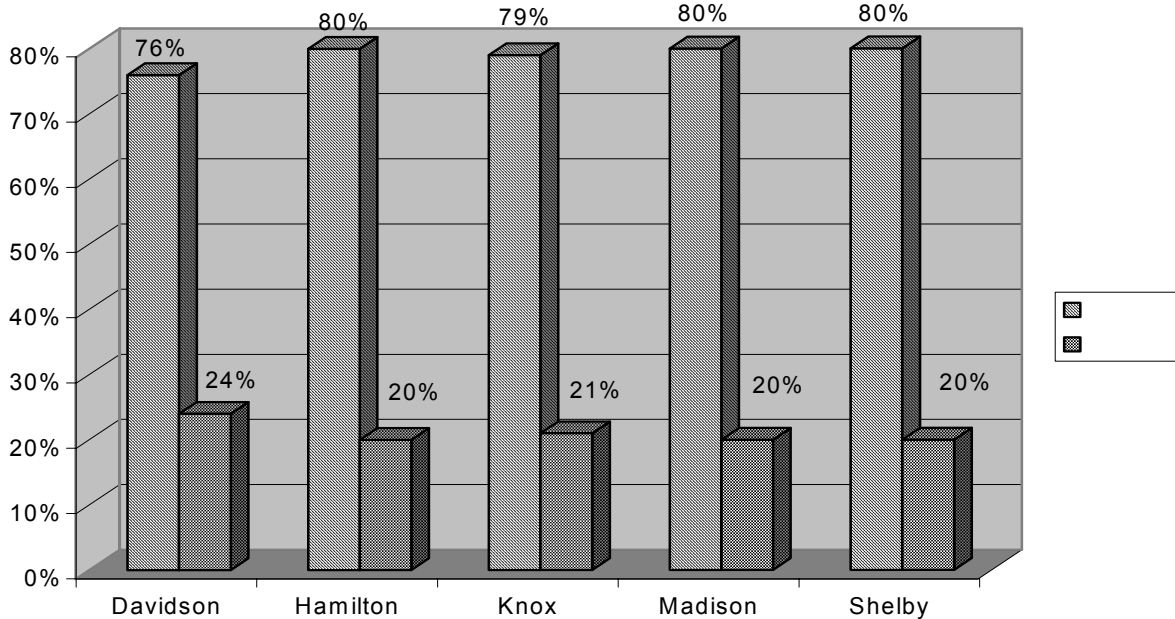


STATISTICAL REPORTS

PAROLE POPULATION BY GENDER (BY COUNTY)



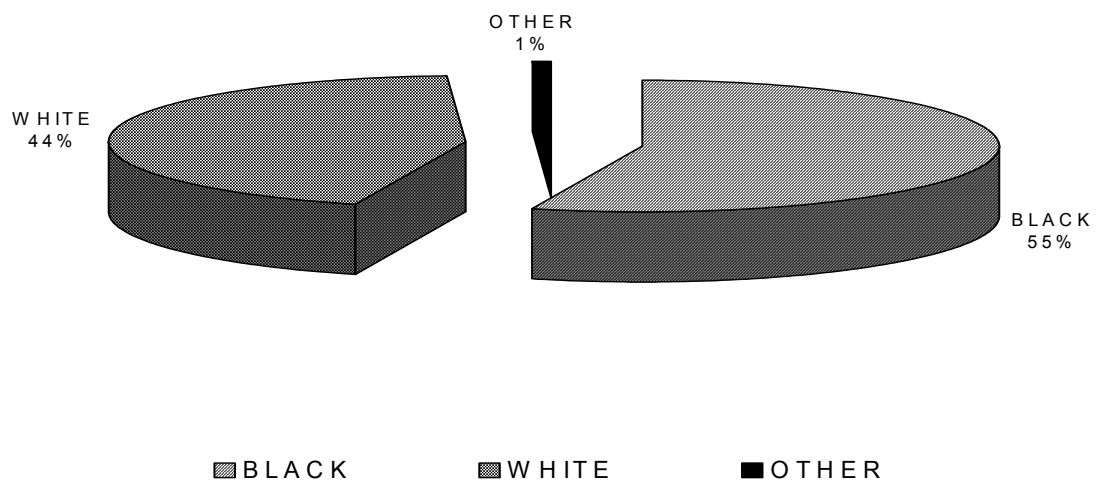
PROBATION POPULATION BY GENDER (BY COUNTY)



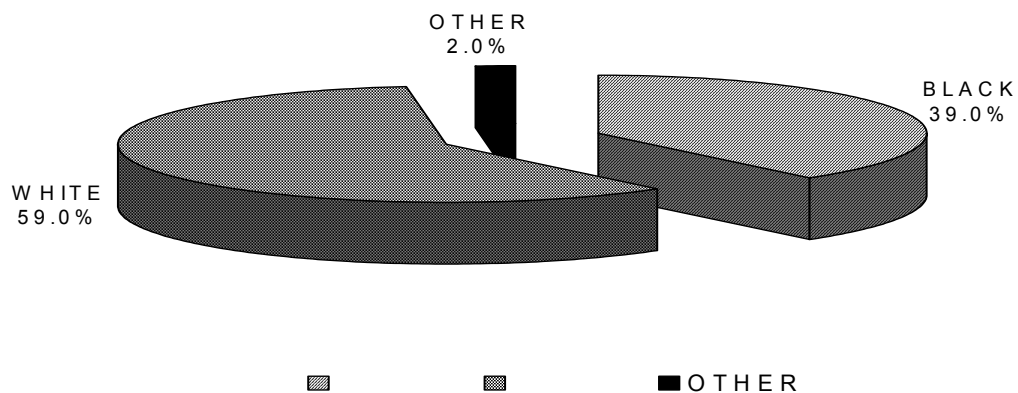
*Data from: Technical Services Division

STATISTICAL REPORTS

PAROLE OFFENDER BREAKDOWN BY RACE



PROBATION OFFENDER BREAKDOWN BY RACE





FIELD SERVICES

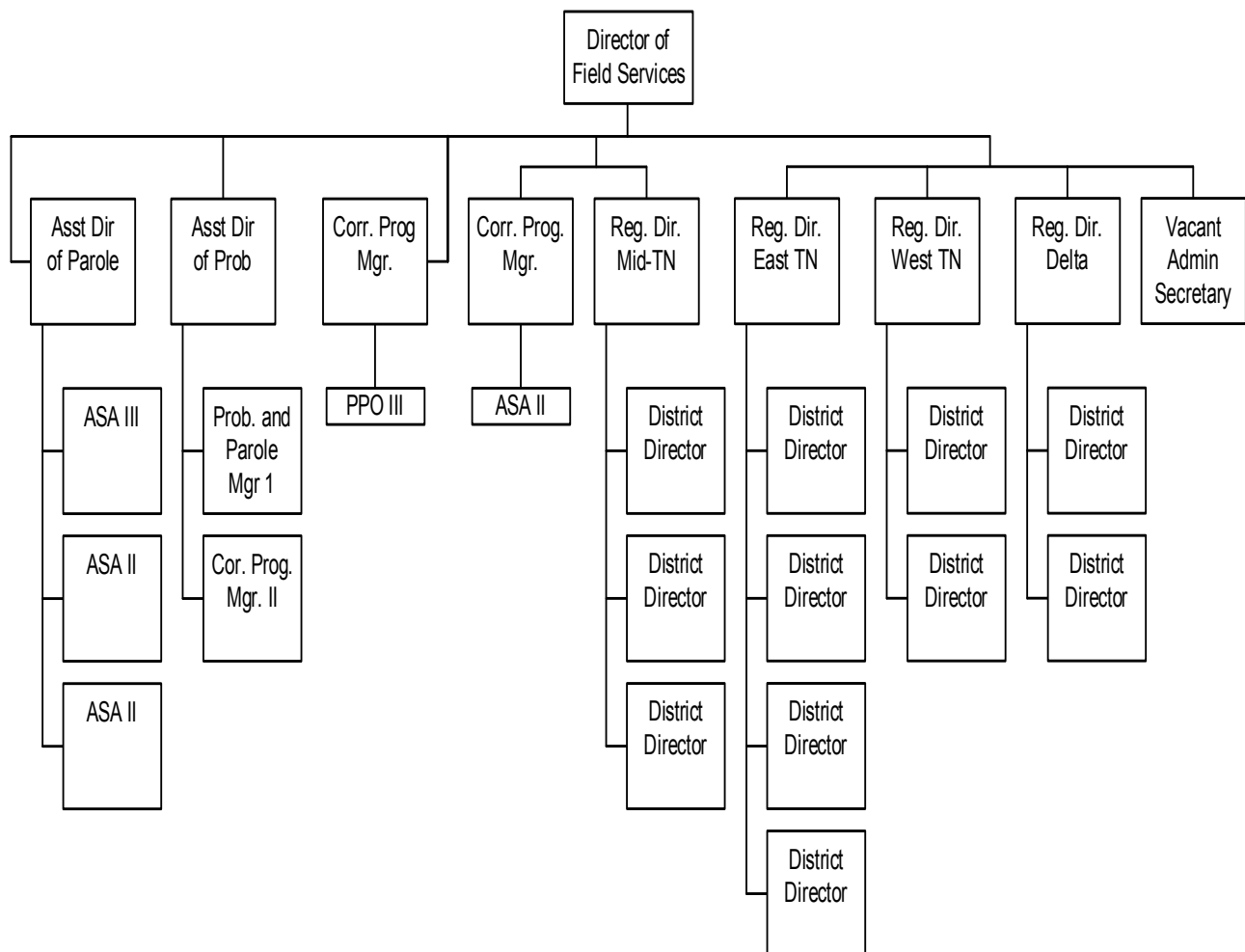
FIELD SERVICES

MISSION STATEMENT

The mission of the division of Probation and Parole Field Services is to supervise and facilitate the reintegration of probationers and parolees into a free society. This mission is a component of the agency's overall mission to minimize public risk and promote the lawful behavior by prudent, orderly release and community supervision of adult felons.

ORGANIZATION

The State Director of Probation and Parole supervises the Field Services Division of the agency. This division is structured with four (4) Regional Directors in four (4) regional offices, each serving a designated number of counties within their region. In addition to the regional offices, there are nine (9) district offices and thirty-one (31) field offices. The Regional Directors have responsibility for the overall supervision of staff within their respective regions with the District Directors having operational responsibility of their district within the region. The Probation and Parole Officer Supervisors have immediate supervision over the Probation and Parole Officers. Clerical and support staff is also located within the established offices.



FIELD SERVICES

COMMUNITY COLLABORATION AND PARTNERSHIP

Community Safety Collaboratives are being organized in all parts of the State, based on a model developed in Knoxville, Tennessee. The community collaborative and partnership is an agreement intended to create a formal, day to day, working relationship between police law enforcement and the probation/parole officer. The overall goal of that relationship is to provide effective supervision of probationers/parolees through information sharing, case management, and enhanced supervision.

The goals of the partnership are accomplished by:

- ◆ Establishing an offender identification card process. Offenders are photographed and an identification card is made. The offender is required to carry it at all times and present it to law enforcement during any contact.
- ◆ Sharing information about probationers/parolees via computerized exchange to assist the reintegration of offenders into the community.
- ◆ Assisting in the development of progressive sanctions, including community service, for violations of probation/parole conditions and making use of alternative sanctions on an ongoing basis.
- ◆ Participating in the development and delivery of training for police and probation/parole staffs who participate in the joint supervision teams.
- ◆ Geographic assignment of probation/parole officers to coincide with local law enforcement. Used in conjunction with a ride along program, this enhances inter-agency cooperation at the line level.
- ◆ Geo-mapping offenders to better manage the population and make threat assessments.

DUTIES OF PROBATION AND PAROLE OFFICERS

The duties of Probation and Parole Officers are to supervise/investigate the conduct, behavior, and progress of probationers and parolees assigned to them for supervision. They also make reports to the Board and the Courts on the progress of probationers and parolees, and perform such others duties and functions as the Board may direct.

Violation of the conditions of probation is a potential cause for revocation or other sanctions ordered by the courts. Violation of any of the conditions of parole is a potential cause for revocation or other sanctions ordered by the board. Probation and parole officers report violations of parole to the board and may make recommendations to what action should be imposed.

INSTITUTIONAL PAROLE OFFICERS

The Institutional Probation/Parole Officer serves as an on-site liaison between the Board, Department of Correction Adult Institutions, and local correctional facilities for the purpose of ensuring that the necessary information needed for the parole or clemency hearing. Institutional probation/parole officers provide information about parole policies and procedures to institutional staff and offenders, coordinate the approval of parole release plans, and participate in pre-release programs.

FIELD SERVICES

OFFENDER TREATMENT SERVICES

The Field Services Division is focusing on establishing collaboration and partnerships with service providers statewide. In developing these partnerships data sharing, geo-mapping, geographic assignments, identification card process, field interviews, ride-along-programs and inter-agency agreements have been established in Knoxville, Chattanooga, Nashville, Jackson and Memphis. These partnerships have progressed to establishing supervision teams and a service provider network. Probation/Parole Officers are working together with local law enforcement and service providers to identify the offender as well as the needs and availability of services for that offender. This process has proven to enhance the protection of the community as well as public safety and improve service delivery for the offender.

INTERSTATE COMPACT AGREEMENT

The interstate compact agreement for the supervision of parolees and probationers was established to provide for the orderly transfer of supervision of parolees and probationers between different state jurisdictions. All fifty states, Puerto Rico and the Virgin Islands are members. The two primary goals of the compact are community protection and the rehabilitation of the client. Community protection involves regulation of travel, supervision of the offender, and returning the offender to the sending state upon violation.

COMMUNITY SERVICE OR WORK PROJECT PROGRAM

The Work Project Program required by legislative action in 1984 and funded in 1985, is a special condition attached to the probation certificate requiring probationers to complete a specified number of work project hours in the community at no expense to the citizen. Community service work is done for non-profit and governmental agencies. Policy is currently being written to include parolees.

Probation/Parole officers are assigned to coordinate the community service program throughout the state. Officers are responsible for making the appropriate community service assignment for the offenders and monitoring offenders to ensure that the offenders are reporting to the agencies as agreed.

DETERMINATE RELEASE PROGRAM

According to TCA 40-35-501, felony sentences of two (2) years or less are placed on mandatory determinate probation, after serving 30 percent of their sentence, after a 10 day notification has been given to the District Attorney, Sheriff, and Warden and if no objection petition has been filed. During FY 2000-2001, the Board of Probation and Parole had an intake of 2,249 offenders onto determinate release probation.

BOOT CAMP/TECHNICAL VIOLATOR PROGRAM

According to TCA 29-206, upon successful completion of the Special Alternative Incarceration Program located in Wayne County, an offender is release to the probation supervision for the remainder of his sentence. These sentences include property offenses up to six (6) years and drug offenses up to twelve (12) years. The program was designed to assist in providing more space in state institutions for more serious and violent offenders. The Technical Violation Program is utilized for probation and parole offenders who have violated supervision rules other than new offenses. During FY 2000-2001, the Board of Probation and Parole had an intake of 235 offenders through the program.

FIELD SERVICES

ENHANCED/INTENSIVE PROBATION

The Intensive Probation Program was established by policy in 1986 as an alternative to incarceration for nonviolent offenders. Offenders are placed in highly structured programs where they are seen more often than offenders who are on regular probation. Supervision includes the following: random drug screens, electronic monitoring, curfew checks, home visits, and monitoring any court ordered special conditions. Home visits occur at night and on weekends. Once the offender successfully completes the program, he/she is moved to regular probation programming for any remaining period of supervision. Probation offenders may also be moved into the program by judicial order from regular probation as an alternative to incarceration for a probation violation. During FY 2000-2001, the Board of Probation and Parole provided supervision for 1,753 intensive offenders.

INVESTIGATIVE REPORTS

TCA 40-35-205 Probation/Parole Officers prepare and submit a variety of investigative reports. Pre-sentence reports are submitted to the criminal courts to assist them in determining sentence and range of punishment for offenders and to determine eligibility of offenders for probation or diversion. Classification reports are prepared and submitted to the Department of Correction to assist in determining appropriate placement of offender within state institutions. Probation/parole officers also prepare release plan investigations to provide relevant information to the Parole Board when considering offenders for parole. During FY 2000-2001, officers completed **14,038** investigative reports and **4,744** release plans.

THE VOLUNTEER PROGRAM

Volunteers are a significant and vital part of the probation and parole system. Each regional director appoints a staff member as a volunteer coordinator to manage and recruit volunteers and monitor the implementation of the program. The volunteer coordinator is responsible for planning, recruiting, interviewing, orienting, training, and placing volunteers in specific jobs. The coordinator serves as a liaison between the community and the facility, the staff and the volunteers, and the volunteers and the offenders.

Volunteers may perform services in any area of probation and parole where needs are identified. Some roles that volunteers perform are caseload assistant, advisory board members, clerical, etc. Volunteers gain satisfaction for their efforts through people helping people.

OFFENDER EMPLOYMENT PROGRAM

The offender work program focuses on getting unemployed probationers and parolees employment. It is vital that offenders become employed within a reasonable period of time after they are placed in the community if they are to successfully complete their probation and/or parole supervision.

GROUP REPORTING

Group reporting can be a valuable tool for probation/parole officers in case management. Use of group reporting maintains supervision through face-to-face contacts with low risk offenders while efficiently managing the officer's time. This allows the officer to expend more time and attention to higher risk offenders, which enhances public safety, without reducing the level of supervision for other offenders. Group reporting enhances the possibility for the probation/parole officer to continue to achieve the optimum level of supervision despite increased caseloads.

FIELD SERVICES

OFFENDER FEE COLLECTIONS

The Field Services Division collects fees from eligible probation/parole offenders according to TCA 40-28-201. The fees are set at a maximum of \$45 per month based upon income level and hardship factors according to the statute. The fees are separated into three funds: Supervision, Diversion, and Criminal Injuries Compensation. The supervision and diversion funds are utilized to offset the cost of offender supervision and based upon state law may be used to fund personnel, training of agency staff, agency equipment, and providing treatment for offenders. The Criminal Injuries Compensation Fund is operated under the auspices of the State Attorney General's Office. These moneys are utilized to provide financial relief to crime victims or their next of kin for expenses incurred as a result of violent crime. During FY 2000/2001, the agency collected \$5,341,981 in total fees, \$2,962,611 in supervision/diversion funds and \$2,379,369 in funds to the Criminal Injuries Fund.

COMMUNITY CORRECTIONS PROGRAM

In 1985, a special legislative session for correctional issues created the Community Corrections Grant Programs to reduce prison overcrowding. The Community Corrections Grant Programs diverts felony offenders from the prison system and provides necessary supervision and services to the offenders. The goal of Community Corrections Grant Programs is to reduce the probability of criminal behavior while maintaining the safety of the community.

The Community Corrections Grant Programs offer local courts increased options, assists victims, provide public service to local governments, in a cost effective manner. Through the Grant Programs, Tennessee taxpayers avoid paying the high cost of jail or prison for non-violent offenders. The average costs for FY 2000-2001 was \$4.60 per day for Community Corrections while the average higher costs for jails are over \$42 per day and over \$47 per day for prison. The felony offenders also pay supervision and community corrections fees to defray the cost of the program.

Statewide, FY 2000-2001 there were 5,032 offenders serviced, over 52% of the offenders successfully complete their community correction sentence. The recidivism rate averages less than 10% for the 12 months period following successful termination from the Community Corrections Grant Programs. This is proof that the Community Corrections Program is working and leaving space in the prisons and jails for violent and repeat offenders.

There are 20 programs operating in Tennessee, 6 Non-Profit Agencies, 6 Human Resource Agencies, and 8 County Programs. Within the 20 programs, there are 3 Residential Programs (2 males and 1 female) and 4 Day Reporting Centers. State Legislation passed in 1998 moved the administration of the Community Corrections Grant Programs to the newly created Board of Probation and Parole. On July 1, 1999, this change was officially enacted.

The Community Corrections Grant Programs are varied statewide and designed to serve the needs of the local communities and the judicial districts. There are Local Advisory Boards that approve policies and procedures that these programs must meet the minimum state standards and rules. The boards are made up of law enforcement staff, criminal court judges, public defenders, district attorneys, sheriffs, and other interested citizens.

PAROLE HEARING



OFFICER DIVISION

PAROLE HEARING OFFICER DIVISION

MISSION STATEMENT

The mission of the Parole Hearing Officer Division is to represent the Board of Probation and Parole by following established law and policy in order to gather information and make recommendations which enhance the Board in their decision making process.

ORGANIZATIONAL STRUCTURE AND FUNCTIONAL RESPONSIBILITY

The organizational structure of Parole Hearing Officer Division consists of a Central Office component and four (4) Parole Hearing regions. The Parole Hearing Director, assisted by the Parole Hearing Assistant Director, has statewide responsibility for the operation and effectiveness of the Division. Each of the four parole hearing regions is under the direct supervision of a Parole Hearing Regional Supervisor who functions in the dual capacity of supervisor and Hearing Officer. Administrative support is provided by an Administrative Secretary assigned to each region.

Parole Hearing Officers function as an extension of the Board and in accordance with Tennessee Code Annotated 40-28-105(D) (2) are appointed by the Chairman of the Board of Probation and Parole to conduct parole hearings and make non-binding recommendations for review by Board Members.

To derive a parole hearing recommendation the offender's Board of Probation & Parole file and institutional files are reviewed as well as other essential information that may impact the outcome of the hearing. This information may include but is not limited to the following:

- Recommendations and statements from institutional staff, family members and members of the community in support or opposition
- Testimony of interested parties who are in support or opposition
- Proposed release plan and information provided by the offender
- Offender views on how he or she will be successful on parole supervision
- Social and criminal history
- Prior supervision history in the criminal justice system
- Circumstances of the current offense(s)
- Institutional record and program participation
- Evidence and testimony pertaining to parole revocation
- Other information deemed relevant to the hearing

In addition to the information referenced above, Parole Hearing Officers utilize several advisory instruments in the parole hearing process. The risk assessment instrument is used as one means of assessing the risk level of offenders being considered for release. Other advisory instruments used are the Guidelines for Release and Revocation Guidelines. These instruments, although advisory, are critical to maintaining consistency and credibility in the recommendation process.

PAROLE HEARING OFFICER DIVISION

Board Members review all recommendations made by the Hearing Officers and may adopt, modify, or reject their recommendations. Pursuant to statute, three concurring votes by the Board constitutes a final parole decision for some conviction offenses while four concurring votes are required for most violent conviction offenses. Two concurring votes are required to revoke parole.

Pursuant to statute, parole hearings are conducted in local jails, Department of Correction Institutions, and other locations within the state for all eligible offenders who come under the purview of the Board. Courtesy parole hearings are conducted for other states upon request.

Parole Hearing Officers conduct hearings in the following categories:

Grant Hearings	Final Revocation Hearings
Pre Parole Rescission Hearings	Time Setting Hearings
Post Parole Rescission Hearings	Appeal Hearings
Preliminary Parole Revocation Hearings	

PAROLE HEARING APPEALS

Tennessee Code Annotated 40-28-105 (D) (11) mandates an appeal review process for offenders whose parole has been denied, revoked or rescinded if one or more of the following criteria are present:

- Significant new information that was not available at the time of the hearing
- Misconduct by the Hearings Official
- Significant procedure error(s) by the Hearings Official

The time period for filing an appeal is

Appeal requests must be submitted no later than 45 days after the offender receives notification of the Board's final parole decision. If the Board directs that an appeal hearing should be granted, the hearing will be scheduled on the next available docket and the decision from that hearing is final.

Responsibility for the parole hearing appeal review process is assigned to the Parole Hearing Officer Division. The Parole Hearing Officer central office staff employs a three-tier review process to review appeals. Appeals that meet the above criteria are forwarded to Board Members for review. During FY 2000-2001 the Parole Hearing Officer division reviewed **634** appeals. Of this number, **23** were forwarded to Board Members for further review.

PAROLE HEARING OFFICER DIVISION

STAFF COMPOSITION	
POSITION	NUMBER AUTHORIZED
Parole Hearing Director	1
Parole Hearing Assistant Director	1
Parole Hearing Regional Supervisor	4
Parole Hearing Officer	12
Administrative Secretary	5
Total Staff Authorized:	23

BOARD OPERATIONS



BOARD OPERATIONS

The Division of Board Operations is responsible for scheduling timely parole hearings; providing information and materials needed for the Board to make decisions; issuing parole and determinate release certificates; maintaining offender files; providing victim liaison services; requesting psychological evaluations; and processing executive clemency applications.

DOCKET SECTION

Upon certification of parole eligibility by the Tennessee Department of Correction, the docket section is responsible for preparing parole dockets. This section also request information and reports for hearings; enters hearing decisions; and processes final dispositions for all hearings. There were **13,208** cases docketed by this section for FY 2000-2001 (This does not include revocation hearings which are docketed by Hearing Officers).

CERTIFICATE SECTION

The certificate section prepares and issues probation and parole certificates. Parole certificates are issued for felons with a parole grant. Probation determinate release certificates are issued for offenders with sentences of two years or less that are certified eligible by TDOC. There were **3,804** parole certificates issued and **4,089** determinate release certificates issued for FY 2000-2001.

VICTIM SERVICES

The Victim Services Liaison and Victim Coordinators educate victims/family members/interested parties about the parole process and their rights as victims/family members/interested parties within the process.

During FY 2000-2001, victims/family members made **10,012** contacts. Contacts were also made with other agencies associated with victim services.

PSYCHOLOGICAL SECTION

The psychological unit is responsible for requesting, tracking and receiving psychological evaluations of inmates for parole hearings. FY 2000-2001 **310** psych evaluations were requested and **276** were received.

FILEROOM

The fileroom is responsible for tracking and filing approximately **49,920** offender files, maintaining **5,940** audio hearing tapes and **44** videotapes.

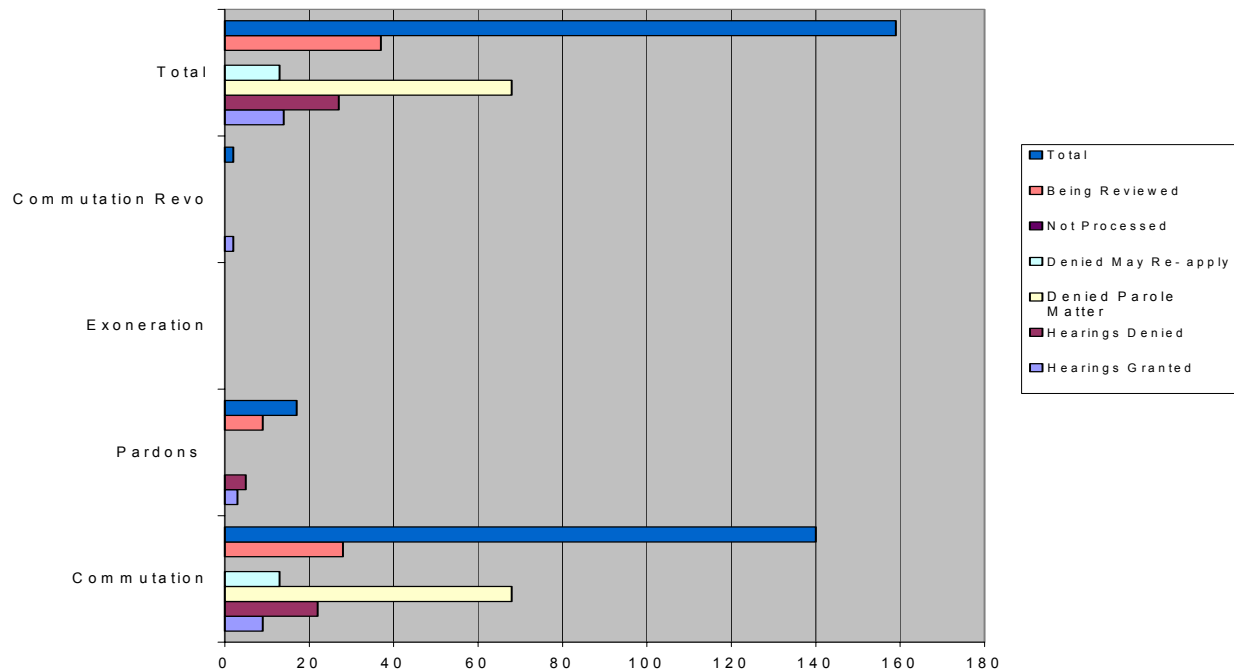
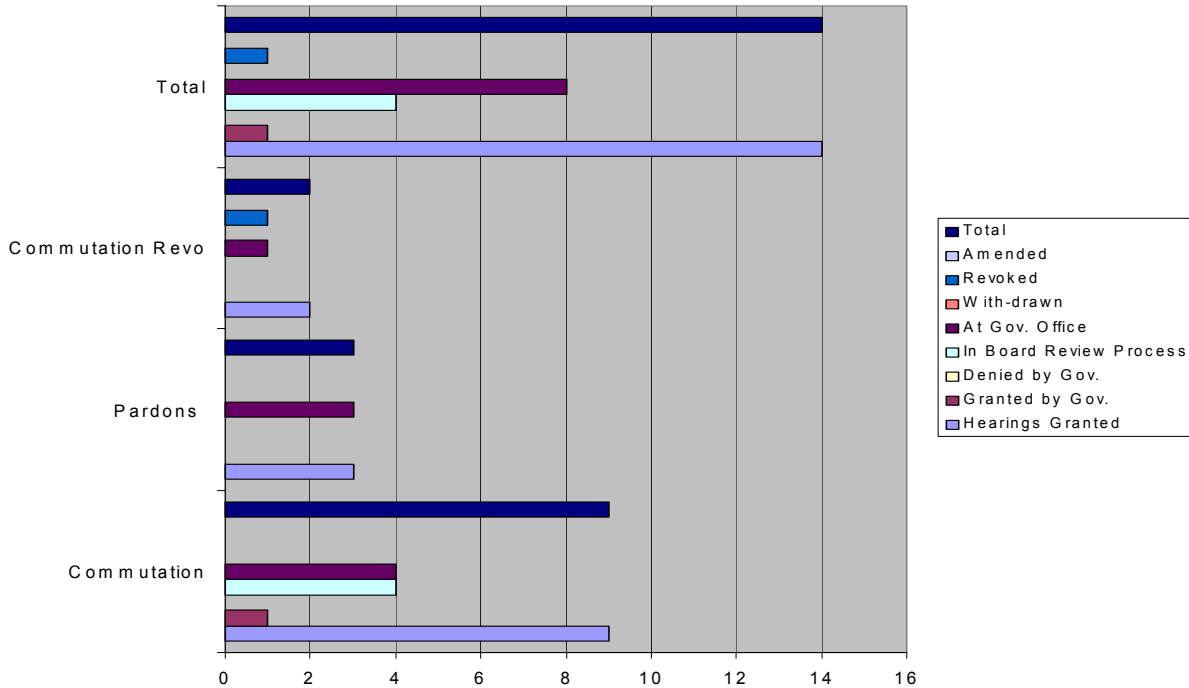
OMBUDSMAN

The Ombudsman position is the Board liaison for responding to public inquiries concerning parole hearings. Duties and responsibilities include the review, acknowledgment, and distribution of incoming correspondence, and answering inquiries regarding parole-hearing matters. The position serves as Keeper of the Records for the Board's fileroom, and is responsible for supervision of the fileroom staff. For FY 2000/2001 the public made approximately **25,268** contacts with the Ombudsman.

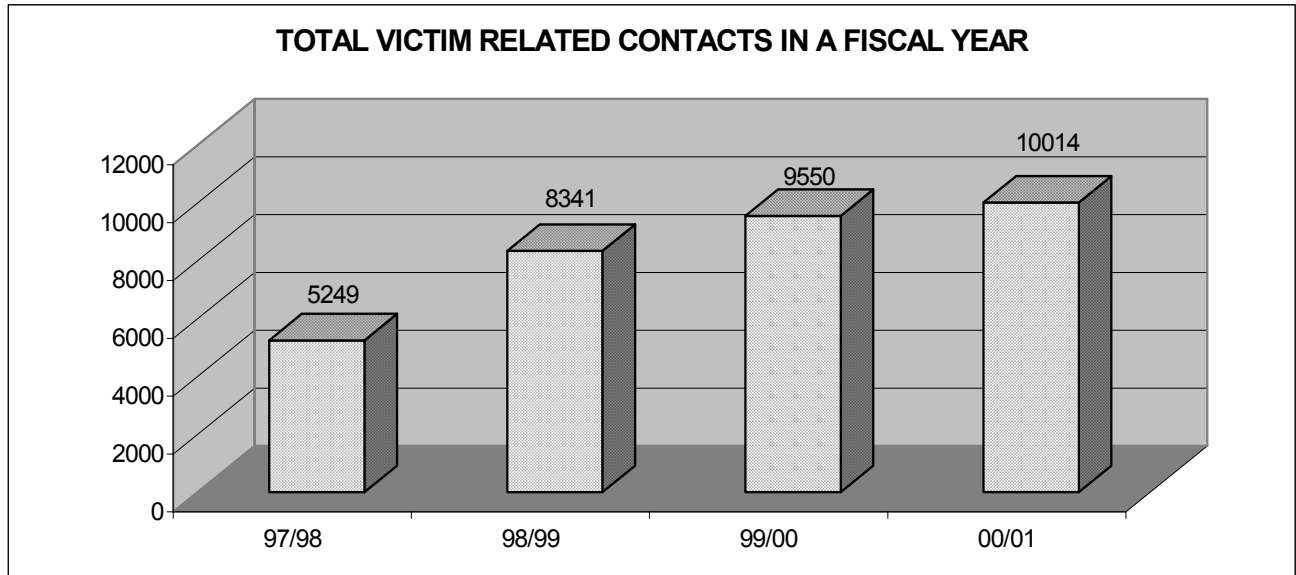
BOARD OPERATIONS

EXECUTIVE CLEMENCY SECTION

The executive clemency section is responsible for processing pardon and commutation applications.



VICTIM SERVICES



September 1993 – Board of Probation and Parole Victim Services Program started.

The number of victim related contacts has increased from 1993 – 2001 due to the following factors:

July 1997 - Department of Correction develops computer program where victims can access information on offender. Board of Probation & Parole's phone number given on recording if they have questions about parole.

January 1998 District Attorneys began providing the Department of Corrections with the victim's name/address immediately after sentencing. If offender was eligible for parole, the information was forwarded to the Board and a victim impact statement form sent to the victim.

September 1998 - Board of Probation & Parole Staff asked to refer all victims to designated Regional Victim Coordinators.

July 2000 - Designated Victim Coordinators increased from six (6) to thirteen (13). Victim Coordinators concentrated on local victim organizations instead of regional.

*Data from: Victim Services

ADMINISTRATIVE



SERVICES

ADMINISTRATIVE SERVICES

DIVISION OF HUMAN RESOURCES

Human Resources encourages applicants to seek careers with the Board of Probation and Parole. In support of Affirmative Action, the division prepares and monitors statistics to promote equal employment without discrimination or bias regarding sex, physical handicap or age in filling of positions and conformance of Civil Service Laws. Human Rights Complaint and EEOC responses are prepared by our staff.

The division consists of eight employees who ensures that all positions are properly classified, assigned position numbers, job specifications updated accordingly, and employees working out class requests are reviewed and evaluated promptly. The division coordinates with the Classification/Compensation Division of Department of Personnel and makes recommendations to BOPP management on classification/compensation issues.

A dedicated staff strives to effectively and efficiently communicate and advise employees, supervisors, management and the public on Department of Personnel Policies and Procedures, Civil Service Laws, Attendance and Leave Rules, Affirmative Action, Performance Evaluation, Employee Relations, Department of Finance and Administration Payroll Policies and Procedures, Insurance Administration Policies, Classification/Compensation, Applicant Services, and programs mandated by federal law.

Human Resources is responsible for administering, monitoring, and processing Sick Leave Bank, Family Medical Leave, Workers Compensation, Employee Suggestion, Americans With Disabilities Act, Employee Assistance Program, Grievance Process, Disciplinary Process, personnel transactions, payroll processing, flexible benefits, insurance and benefit forms, retirement applications, garnishments, tax levies, bankruptcies, supplementals, civil service registers, direct deposit and data capture. Preparation of equity reports, yearly fee position expenditure report, maintenance of employee personnel, payroll, leave files, civil service register files, terminated employee files, required payroll documents, inform Training and ISM of all transactions, meeting of deadlines and special projects and reports are other functions performed by this Section.

The Division of Human Resources is committed to meeting the needs of employees by providing a clear understanding of policies and procedures, fair employment practices, and proper compensation maintenance.

ADMINISTRATIVE SERVICES

BOARD OF PROBATION AND PAROLE FINANCIAL REPORT – EXPENDITURES FY 2000-2001

Regular Salaries	\$25,817,707.00
Benefits and Longevity	\$6,916,882.00
TOTAL PERSONAL SERVICES AND BENEFITS	\$32,734,589.00
Travel	\$979,785.00
Printing, Duplicating and Services	\$166,025.00
Utilities & Fuel	\$0.00
Communications	\$229,181.00
Maintenance, Repairs and Service	\$36,354.00
Professional Services/Third Parties	\$9,958,468.00
Supplies and Materials	\$1,301,256.00
Rentals and Insurance	\$3,982,903.00
Motor Vehicle	\$675.00
Awards and Indemnities	\$5,631.00
Training	\$72,394.00
Unclass	\$0.00
Equipment	\$414.00
Interdepartmental	\$2,489,786.00
Total Other Expenditures	\$19,222,872.00
TOTAL EXPENDITURES	\$51,957,461.00
FUNDING SOURCES	
State Appropriation	\$51,870,524.00
Current Services	\$78,792.00
Interdepartmental	\$8,145.00
SUPERVISION AND REHABILITATION FUND	
Parole	\$570,163.00
Probation	\$2,255,752.00

TECHNICAL SERVICES



TECHNICAL SERVICES DIVISION

POSITIONS AND STAFFING

- ◆ Director of Technical Services
- ◆ Program Reviews, Audits and Standards Manager (serves as Assistant Director)
- ◆ Research and Statistics Coordinator
- ◆ Policy and Forms Coordinator
- ◆ Statistician

FUNCTIONS AND DUTIES

The Technical Services division is located in Central Office, staffed by five positions and provides specialized support to all agency divisions, helping them analyze data and obtain information needed. Skilled assistance is provided managers and their staffs to:

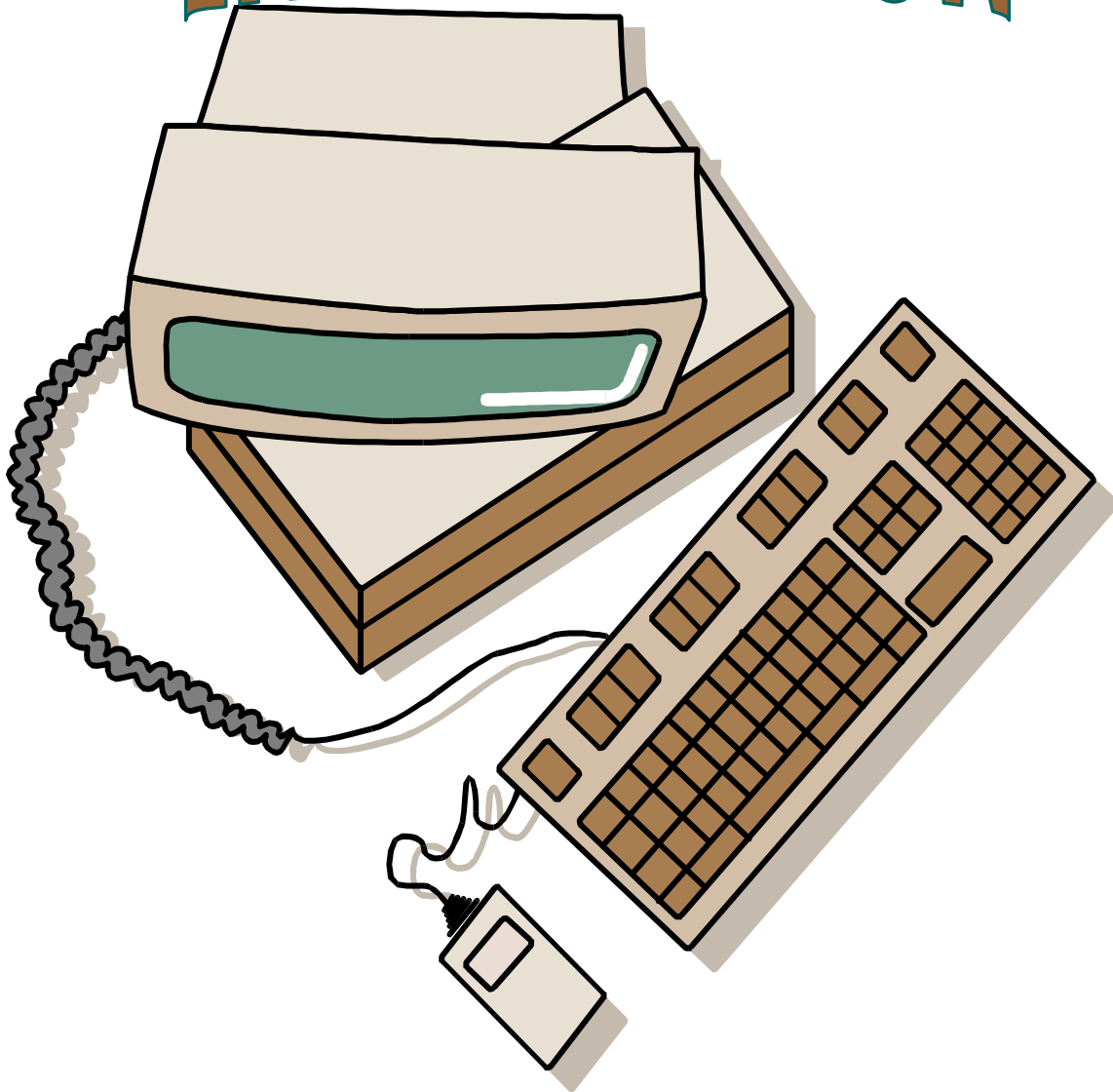
- ◆ develop policy drafts for the Board's consideration, and forms for all divisions
- ◆ assess the impact of applicable national standards
- ◆ coordinate or plan and complete minor and major surveys, research and statistical reports
- ◆ plan and conduct required or needed audits and assessments
- ◆ develop and implement program evaluations
- ◆ construct and utilize performance measures
- ◆ revise, minimize or develop essential reporting, record keeping, forms usage, communication processes, and other management tools, and participate effectively in strategic planning.

Other responsibilities include responding to numerous information requests from the public, the Governor's Office, the General Assembly and many governmental agencies, local, state and federal.

TECHNICAL SERVICES FY 2000-2001 ACTIVITIES

Administrative policies and procedures revised or developed and approved by the Board	68
Forms designed and approved, complying with state regulations: (essential to combine probation and parole forms and to prepare forms for future electronic availability).	56
Required Annual Review of Office Procedures in Field Services Regional locations	15
Required Annual Review of Office Procedures in divisions or units in Central Office	6
Development of review and audit instruments	3
Written reports of reviews and audit findings	30
Required Community Corrections audits completed	9
Requests from outside BOPP for detailed data and information about the agency and it's work	14
Special reports requested for statistical data	50
Standard statistical reports produced each month	20

INFORMATION



SYSTEMS

INFORMATION SYSTEMS

MISSION

The mission of the Information Systems Division is to provide Systems and Technical Support to Parole Offices throughout the state, while serving as a key resource for senior management and end users alike.

VISION

Provide timely and efficient service to the Agency and create a shared learning information systems environment.

SERVICES

The Information Systems Division currently provides the following services:

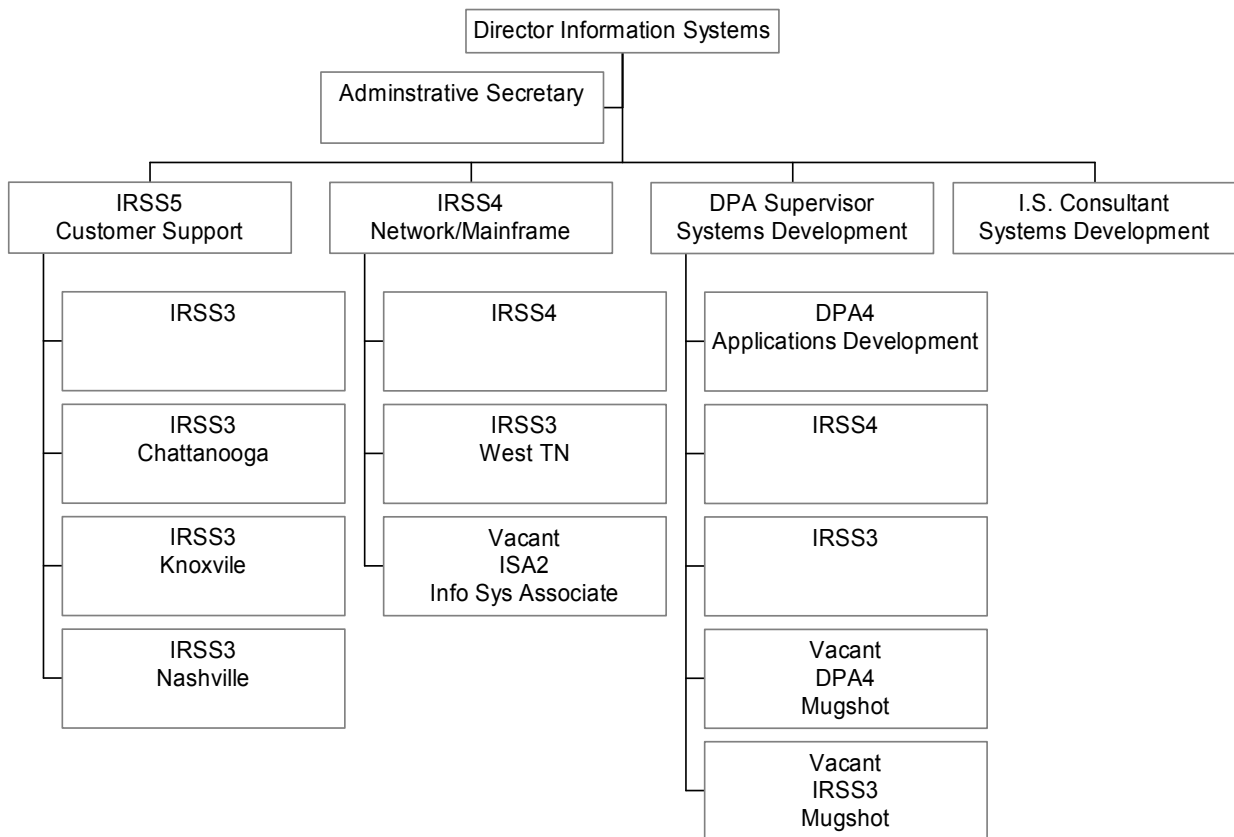
- Systems and Application Development
- End User Technical Support
- Coordinated Network Services

INFORMATION TECHNOLOGY ACHIEVEMENTS

- Completed the design, construction and test phase of the standards of supervision changes in TOMIS with training and implementation scheduled for August 2001. The changes to TOMIS reflect a major effort by the Board of Probation and Parole, TDOC Systems Development staff and OIR programming staff. Completion of this project will net an estimated \$900,000 worth of officer time annually.
- Continued implementation of the field network project, which provides the necessary infrastructure to support the information technology needs of the agency. The expected completion date for this project is December 2001.
- Automated the Determinate Release Certificate System for Board Operations. The Excel add-in eliminates most manual processes for the Determinant Release Section. In addition, this program allows for the automatic update of the Agency Web page.
- Created and implemented a new Inventory System for the Information Systems Division.
- Upgraded the Agency Training System for the Training Section. The system allows for updates to be entered from end-sites training coordinators as well as here in central office.

INFORMATION SYSTEMS

- Established community collaborative efforts with Nashville Metro and Clarksville Police Departments.
- Completed the requirements, design and testing phases of the BOPP Helpdesk System. Implementation is scheduled for August 2001.
- Updated the Agency Web site to adhere to the Governor's Web Publishing Policy.
- Created a Personnel Application to track data on employee position titles, annual and sick leave as well as compensatory and overtime.



TRAINING



DIVISION

TRAINING DIVISION

MISSION STATEMENT

Our Mission is to develop and implement a Training Plan for employees of the Board of Probation and Parole at regional level that will insure adherence to policy and give staff the knowledge and techniques to effectively supervise and manage adult offenders considering the cost to taxpayers

VISION STATEMENT

The Training Division for the Board of Probation and Parole will advance public and staff safety by developing and implementing a training program that will:

- Be cost effective for the taxpayers.
- Be accomplished at the regional level.
- Assist in developing procedures to train staff and monitor all such programs and procedures for effectiveness.
- Instruct all employees in the statutory and policy requirements to fulfill the mission of the Board of Probation and Parole.
- Seek the input of line staff as well as supervisors in training issues.
- Aid staff in personal and professional development.

STAFF COMPOSITION	
POSITIONS	NUMBER AUTHORIZED
Training Director	1
Training Specialist 2	1
Training Coordinator	5
TOTAL STAFF AUTHORIZED	7

FY 2000/01 STAFF TRAINING STATISTICAL REPORT*	
Total staff trained as of June 30, 2001	938
TOTAL STAFF TRAINED AT THE TENNESSEE CORRECTION ACADEMY	
Pre-Service	99
Total staff trained in the field/region	938
TOTAL TRAINING HOURS	44,125.80

*Sources: BOPP staffing, TN Correction Academy, BOPP Probation & Parole Training History System

The Training Division's organizational structure consists of five Training Coordinators, one Training Specialist 2 and a Training Director. Two Training Coordinators are located in East Tennessee, one in Middle Tennessee, one in West Tennessee and one in Delta. The Training Specialist 2 and the Training Director are located in Central Office.

It is the responsibility of the training division to develop and implement a training plan at a regional level that will insure adherence to policy and give staff knowledge and techniques to effectively perform their assigned job task.

TENNESSEE BOARD OF PROBATION AND PAROLE
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October 2001